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DEFENSE PLANNING
AND PROGRAMMING CATEGORIES:
A SPECIAL TOOL FOR SPECIAL NEEDS

Report FP802R1

VOLUME 1. FINAL REPORT AND APPENDICES
A, B, AND D

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13. ABSTRACT (Maximum 200 words) <p>Defense Planning and Programming Categories (DPPC) are used by the Department of Defense in selected analyses to array Program Element (PE) organized resource data. This study evaluated the need for revising or replacing DPPC for analyses and reports produced by the Office of the Assistant Secretary of Defense (Force Management and Personnel) (OASD(FM&P)).</p> <p>The report documents the history of the DPPC structure, its current uses and users, and the perceived strengths and weaknesses of the structure. The DPPC is compared to another major structure used by DoD in arraying PE-organized data – the Defense Mission Categories.</p> <p>Based on our analysis of OASD(FM&P) needs, LMI has recommended that the DPPC not be replaced, since the original need for which the structure was developed – reporting DoD manpower requirements to Congress – continues to exist. The DPPC continues to be the structure most capable of providing the desired information. The structure can be made more useful by expanding the level of detail tracked by the various categories, making the DPPC more comparable to the DMC, and by instituting certain management procedures.</p>				
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Executive Summary

DEFENSE PLANNING AND PROGRAMMING CATEGORIES: A SPECIAL TOOL FOR SPECIAL NEEDS

The Assistant Secretary of Defense (Force Management and Personnel) [ASD(FM&P)] has questioned whether the Defense Planning and Programming Categories (DPPC) is a suitable tool for supporting his oversight responsibilities. One of three major structures used by the Office of the Secretary of Defense and the Military Services to aggregate program-element-organized manpower data (the other two are the Major Defense Programs and the Defense Mission Categories), the DPPC is designed to highlight selected support and overhead functions by categorizing them separately from the major defense operational missions. At issue is whether another structure would be more effective in supporting ASD(FM&P) needs. The options open are to keep the DPPC unchanged, modify it, replace it with another structure, or use it in conjunction with the other program element aggregation tools.

We believe that a single structure is not adequate to support the full variety of ASD(FM&P) needs. Several structures, each of which has certain special characteristics and each of which can be of use, are suitable for aggregating program-element-coded data. We recommend the following actions to improve the use of the structures available.

First, we recommend continued use of the DPPC for selected applications such as the Defense Manpower Requirements Report. As long as the Office of the Secretary of Defense must describe manpower by highlighting certain support and overhead functions, the DPPC is the most effective tool of those currently available for accomplishing the purpose. There is no good reason for replacing the DPPC with one of the other structures, neither of which now highlights the same support and overhead functions as the DPPC. However, in order to increase the utility of the DPPC, additional detail should be made available by expanding it beyond the two levels of indenture currently available. We have developed such an expanded structure and recommend it as a starting point for pursuing this approach.

Second, ASD(FM&P) should recognize the usefulness of other program element aggregation structures and the feasibility of translating DPPC-aggregated data into the other structures, specifically the Defense Mission Categories. The use of the Defense Mission Categories by the Assistant Secretary of Defense (Program Analysis and Evaluation), the Under Secretary of Defense (Acquisition), and the Joint Staff makes it desirable for ASD(FM&P) to be able to crosswalk readily among the major structures.

Third, DPPC management should be improved by (1) expanding the schedule for reviewing and revising the structure and program element assignments to allow more time for review and reclama of program element assignments and structure changes, (2) institutionalizing procedures for documenting the rationale for changes and for maintaining the history of the changes, and (3) providing users more information on the DPPC's purpose and applications. This additional information could be included in the current Deputy Assistant Secretary of Defense (Resource Management and Support) memorandum, distributed throughout the Department of Defense, documenting the DPPC structure, definitions, codes, and program element assignments.

Finally, in addition to the current annual review conducted preliminary to preparing the Defense Manpower Requirements Report, thorough maintenance reviews of DPPC/program element assignments (including content review of the program elements) should be conducted by ASD(FM&P) every 5 years to ensure that program element assignments are appropriate and that the structure continues to support ASD(FM&P) needs.

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CHAPTER 1

INTRODUCTION

BACKGROUND AND PURPOSE OF STUDY

The Assistant Secretary of Defense (Force Management and Personnel) [ASD(FM&P)] is responsible for developing policies, conducting analyses, and providing advice on manpower, personnel, and training for the Department of Defense. To perform these responsibilities, the ASD(FM&P) needs a variety of tools and techniques for looking at requirements and resources.

One of the tools currently used by ASD(FM&P) is the Defense Planning and Programming Categories (DPPC). To date the DPPC has been used largely as a mechanism for arraying manpower for certain OSD reporting requirements. Efforts to use the structure in support of other ASD(FM&P) needs have met with only limited success. The ASD(FM&P) is interested in determining the usefulness of the DPPC as a tool for supporting his defense manpower, personnel, and training oversight responsibilities.

Logistics Management Institute (LMI) was asked by the Deputy Assistant Secretary of Defense (Resource Management and Support) [DASD(RM&S)] to (1) examine the utility of the DPPC as a tool for supporting the ASD(FM&P) in performing his oversight responsibilities and (2) to make recommendations for improving or replacing the DPPC structure.

STUDY APPROACH AND SCOPE OF REPORT

Through the following six steps, LMI has evaluated the utility of the DPPC structure as a tool for supporting ASD(FM&P) oversight responsibilities:

- *Review of the DPPC's origin, purpose, and history.* This research has been focused on identifying the circumstances under which the structure was created; the uses that have been made of the DPPC, particularly the analyses it has supported; and the evolution of the structure into its present configuration.

- *Identification of the current uses and users of the structure.* This portion of the research has emphasized (1) the links between the DPPC and other manpower data structures and (2) analyses performed by OSD and the Military Services involving the DPPC.
- *Determination of the DPPC's limitations and inconsistencies in how data are arrayed in the structure.* Analysis of DPPC limitations focuses on details of the structure, including the level of detail available in the DPPC, and its utility as a tool for arraying program element (PE)-organized manpower authorization data.¹ The analysis of inconsistencies focuses on the differences in the ways manpower authorization data in PEs are arrayed among the Military Services and within similar functions.
- *Identification of ASD(FM&P) oversight responsibilities and needs.* In order to evaluate the DPPC's utility as a tool to support ASD(FM&P) oversight responsibilities, it has been necessary first to consider what his particular needs and interests are. LMI has identified these by reviewing various DoD directives and reports on congressionally mandated studies and by interviewing personnel in OASD(FM&P) directorates. On the basis of this research, LMI has identified a set of analyses that tend to involve the use of PE-organized data and that could, therefore, also involve application of the DPPC as a mechanism for arraying resources.
- *Evaluation of alternative structures.* In addition to examining the DPPC, LMI has identified other structures used by either OSD or the Services for arraying PE-organized data. On the basis of criteria developed for this purpose, potential alternative structures have been evaluated in terms of the capability to support ASD(FM&P) analytical needs.
- *Development of conclusions and recommendations.* On the basis of this research and analysis, LMI has developed conclusions regarding the utility of the DPPC as a tool to support ASD(FM&P) oversight responsibilities and has developed recommendations for improving the structure.

ORGANIZATION OF REPORT

This report has six chapters and five appendices. Following this introduction, Chapter 2 describes the DPPC's origin and current uses. That chapter summarizes the history of the DPPC's development, describes the applications of the structure, and identifies the DPPC's current users and their positions regarding its utility.

Chapter 3 provides LMI's evaluation of the limitations imposed by the nature and construction of the structure and by the current approach in managing the

¹The term program element (PE), used throughout this report, refers to either program element codes (PECs) or program element numbers (PENs), unless otherwise noted.

structure. That chapter also describes inconsistencies in the way in which data are arrayed using the DPPC.

Chapter 4 examines the DPPC and the two other major structures designed for use with PEs: the Major Defense Programs (MDP) and the Defense Mission Categories (DMC). The MDP and DMC are briefly described, and the major characteristics of the three main structures are reviewed and compared. The quantitative impacts of arraying PE data by the DPPC and the DMC are demonstrated.

Chapter 5 assesses the three structures in terms of their suitability for fulfilling ASD(FM&P) oversight needs and describes the evaluation process itself. The first part of the chapter discusses LMI's review of the ASD(FM&P) analyses and oversight responsibilities regarding manpower, personnel, and training and identifies those that would be most appropriately supported by the structures. The second part addresses the evaluation of the structures in terms of a set of characteristics defined for this purpose. This chapter concludes with an assessment of (1) the MDP and the DMC in terms of appropriateness as replacements for the DPPC and (2) improvements that could be made to the DPPC.

Chapter 6 presents LMI's conclusions regarding the utility of the DPPC as a tool for supporting ASD(FM&P) oversight responsibilities and gives recommendations for improving the structure.

Following the main report are five appendices containing additional information on this subject. Appendix A lists the various versions of the DPPC that have been developed for the Defense Manpower Requirements Report (DMRR) and the definitions of the current DPPC.

Appendix B provides additional information on the three major PE-based structures examined in this study, and on several other structures used by OSD and the Military Services that were identified but found to be inappropriate for further consideration.

Appendix C contains additional detail about the MDP, the DPPC, and the DMC. Included in this appendix are quantitative comparisons of the DPPC and the DMC, using actual budgetary data. This appendix is classified and is separately bound.

Appendix D contains additional information on applying the LMI evaluation characteristics.

Appendix E details a suggested alternative for expanding the DPPC by providing additional levels of detail. Included in this appendix are suggested PE assignments for the expanded structure. This appendix is separately bound.

CHAPTER 2

PURPOSE, HISTORY, AND CURRENT USES OF THE DPPC

Since its creation, the DPPC has been used largely in conjunction with selected Planning, Programming and Budgeting System (PPBS) documents, as a tool for displaying DoD military and civilian manpower requirements. The DPPC structure has been defined in order to support specific DoD reporting requirements and has been changed, when necessary, to reflect changing DoD concerns. The history of the evolution of this structure is linked to these changing concerns, as mirrored and reported in supporting documents.

The DPPC currently has two major applications in DoD. First, it is the mechanism used by OSD and the Military Services to array DoD annual manpower authorizations in the Defense Manpower Requirements Report (DMRR). This has been the primary application of the structure historically, and the one with which the DPPC is most frequently associated. The structure has evolved within the context of this application, and the changes in the structure are reported in the DMRR.

The second major use of the structure in the PPBS has been as a format for arraying forces in the Force Tables of the Five Year Defense Program (FYDP) and in displaying the programmed structure and manning for military and civilian personnel, Format II-F-1 in the Program Objective Memoranda (POMs).¹ Within this latter context, the Services develop supporting documentation as part of the POM preparation process.

These applications are described below.

RELATIONSHIP BETWEEN THE DPPC AND THE DMRR

The DMRR is an annual report prepared for the Armed Services Committees by OSD and the Military Departments, in conjunction with the President's Budget. The relationship between the DPPC and the DMRR is based on the congressional

¹See *Program Objective Memorandum (POM) Preparation Instructions: The PPI for (FY1990 - 1994)*, by the Office of the Executive Secretary of the Defense Resources Board (Programming Phase), December 10, 1987.

requirement for DoD to provide the Congress a detailed description and justification of manpower needs according to mission and support functions. This report, originally required with the annual submission of the President's Budget, is still produced annually with either the biennial budget or the revised budget submission.

The requirement for this report was initially included in Public Law 92-129, which mandated development and submission of the Defense Military Manpower Requirements Report of the Secretary of Defense to Congress and stated that . . .

Such justification and explanation shall specify for all forces, including each land force division, carrier and other major combatant vessel, air wing, and other comparable unit: (A) the unit mission and capability, (B) the strategy which the unit supports, and (C) the area of deployment and illustrative areas of potential deployment, including a description of any United States commitment to defend such areas.

The law also specified that manpower required for "support and overhead functions within the Armed Services" shall be explained and justified. It was to fill this requirement that OSD adopted a structure focused on highlighting selected support functions. The actual definition of what constituted a support function was somewhat arbitrary. The bias was to minimize what DoD identified as support, because of concern in the Department that these functions would be vulnerable to congressionally mandated reductions.

HISTORICAL OVERVIEW OF DPPC DEVELOPMENT

The Early Years (FY73 - FY76)

The DPPC's history to date has been characterized by specific periods of intense activity. During the first 3 years of its use, the structure underwent several major iterations, with categories being created and rearranged annually. Each of these versions has been documented in the DMRR.

The ASD (Systems Analysis) [ASD(SA)] was originally responsible for producing the DMRR and for determining the structure most appropriate for highlighting the DoD support and overhead functions. The structure adopted for this purpose had an orientation different from the MDP (also known as Major Force Programs), used in the FYDP. This structure, originally called Manpower Planning Categories, emphasized "functions" rather than "missions."

The Manpower Planning Categories were a variation of the Fiscal Guidance Categories used by ASD(SA) to provide fiscal guidance to the Services for preparing POMs. These latter categories were the starting points for the Manpower Planning Categories.² (The specific changes made to the fiscal guidance categories to achieve the manpower planning categories are described in Appendix A.) Although OSD discontinued use of the Fiscal Guidance Categories, the Manpower Planning Categories continued to be applied in the PPBS and ultimately evolved into the DPPC, a term first used in the FY76 DMRR.

As explained in the FY73 report, "missions," as represented in the MDP, included not only units involved in the execution of a specific operational mission, such as Strategic Offensive Forces, but also selected support activities directly related to that specific mission. Support "functions" were grouped with the operational missions they supported, with the same support function being scattered among many missions.

As an example, Program 1, Strategic Forces, includes PEs for operational mission forces, such as PE 0101113F - B-52 Squadrons, as well as PEs for support functions such as management headquarters and base operations, e.g., PE 101898F - Management Headquarters (Strategic Offensive Forces) and PE 0101896F - Base Operations (Strategic). These latter support functions, in fact, provide support to multiple operational mission forces, represented by multiple PEs. DoD needed a structure that would allow for the separation of these support functions from the direct mission forces. This need was articulated in the first DMRR:

Defense resources (manpower, weapon systems, organized units, and funds) are used in the ten Major Defense Programs. These programs are "major output" oriented (e.g., Strategic Programs include the resources associated with all aspects of strategic nuclear forces). Each program contains units (thus manpower) performing different functions (e.g., flying aircraft, maintaining aircraft, operating bases, etc.) but all having the same goal (i.e., deterrence). However, many of these functions are common to more than one major program (e.g., base operations are required for strategic, general purpose, and mobility forces programs as well as for the nonforce programs such as training and logistics). Since it is important to

²Memorandum for Record, Subject: Definition of Manpower Planning Categories by Program Element, Office of the Director of Defense Program Analysis and Evaluation (Resource Analysis). September 19, 1973.

know how resources are used within each major program, this Report deals with military manpower in terms of major mission and support functions, i.e., Mission Forces, Other Missions, and General Support.³

The changes in the structure of the categories occurring in the early years reflected not only DoD efforts to develop a way to highlight selected support functions effectively, but also a recognition that in order to maintain utility, the structure should evolve to meet changing needs. Table 2-1 shows the structure originally adopted as an alternative to the MDP. Also shown are the subject areas discussed in the context of these categories, indicated by a (●). These subject areas are mentioned here to give perspective on the content and topics originally related to the categories. This understanding will be useful in later discussions of the DPPC structure.

Several facts should be kept in mind regarding this table. First, while the names of the major areas have changed over time, and the concept of three major areas is no longer used by the DPPC, the missions and support functions represented in this structure are very similar to those used today. The DPPC has gone through many changes in structure in its existence, but the basic idea of the structure has held through these changes. The biggest difference between the FY73 Manpower Planning Categories and the FY90 DPPC is the Individuals category, created for the FY74 DMRR. Versions of the Base and Individual Support category and the Command category can be seen in the current DPPC.

Second, this early version of the DPPC, and the related subjects discussed in the first DMRR, bear a strong similarity to the DMCs of today. The DMC is another PE-based structure, developed by ASD(PA&E), and is discussed in more detail in Chapters 4 and 5. Both the early DPPC and the contemporary DMC are organized in three parts, representing operational missions, support to those missions, and general support to DoD at large. The subjects discussed under each of the categories in the first DMRR resemble many of the subject areas now found in the DMC. This does not mean that today's DPPC and the DMC are closely related, but rather that there are certain common issues that tend to arise when trying to view DoD in terms of its missions and support functions. The relationship between the DPPC and the DMC is discussed in more detail in Chapter 4.

³Department of Defense, *Military Manpower Requirements Report for FY1973*, February 1972, p. 3.

TABLE 2-1

FY73 MANPOWER PLANNING CATEGORIES AND RELATED SUBJECTS

Mission Forces

Strategic Forces

Offensive

Defense, Control, and Surveillance

- Ballistic Missile Defense
- Air Defense
- Missile Warning and Space Systems
- Command and Control

General Purpose Forces

Land Forces

- Divisions
- Support Increments
- Special Mission Forces

Tactical Air Forces

Naval Forces

- Carriers
- Submarines
- Surface Combatants
- ASW Aircraft
- Amphibious Forces
- Support Ships

Mobility Forces

- Airlift
- Sealift

Other Mission Forces

Intelligence and Security

- Cryptologic Program
- General Defense Intelligence Program

Communications

Research and Development

Support to Other Nations

General Support

Base and Individual Support

- Base Operating Support
- Medical Support
- Other Individual Support
 - Recruiting and Examining
 - Transients
 - Prisoners

Note: ● - Indicates subject area discussed in the first DMRR, but not identified as part of structure

TABLE 2-1

FY73 MANPOWER PLANNING CATEGORIES AND RELATED SUBJECTS
(Continued)

Training
● Recruit
● Specialized
● Flight
Command
● Support Outside of Service
● Unified Commands
● Defense and Federal Agencies
● Operating Commands
● Support Commands
● Administrative Commands and Administrative Support Activities
Logistics
● Supply Operations
● Maintenance Operations
● Logistics Support Operations

Note: ● - Indicates subject area discussed in the first DMRR, but not identified as part of structure.

In addition to needing a structure capable of showing major DoD functions (as opposed to the MDP), DoD needed a structure to be used to array manpower requirements for all of the Services. Meeting the first requirement was possible using the Manpower Planning Categories developed for the DMRR. However, the second need presented a problem in adequately defining functions appropriate for all Services. This problem has been recognized from the beginning, as noted in the FY73 report:

It is important to note that categorizing manpower by functions gives rise to definitional problems. This is particularly evident in the case of General Support . . . there are three tiers of support: organic, direct mission force, and central support. In the current categorization, the direct mission force support is categorized either with the mission forces or with general support; this varies by Service and function. Thus inter-Service comparisons of support are not valid.⁴

⁴Department of Defense, *Military Manpower Requirements Report for FY1973*, February 1972, p. 5.

Many of the changes in the structure have been intended to increase the consistency with which Services are represented in the DPPC. It is this concern with consistency, both regarding the Services' representation in the DPPC and between the DPPC and the MDP, that led to the DMRR/DPPC Improvement Study, conducted between 1975 and 1977, discussed below. Before this major improvement effort, the manpower planning categories continued to be revised with each DMRR.

Table 2-2 shows the evolution of the DPPC structure between FY73 and FY76. The table shows that the emphasis during this period was on determining how best to identify and discuss the various types of support required by DoD. Attention was given to refining the support categories through decisions such as changing the name of Other Mission Forces to Auxiliary Forces, and the critical action of separately identifying Mission Support Forces and Central Support Forces. It was in the FY74 version of the manpower planning categories that the Individuals category was first identified.

The most significant changes in the manpower planning categories occurred between the FY73 and FY74 manpower requirements reports. The FY76 manpower planning categories were unchanged from those of the previous version; however, the structure was to undergo a new set of changes in response to the major study undertaken by DoD.

The Improvement Effort (FY77 - FY79)

LMI's study is the second major effort undertaken by OSD to evaluate and improve the DPPC. Following the initial period of development of the DPPC's basic structure, OSD undertook a multiyear effort to improve the structure by improving consistency between the DPPC and the PE structure.

This first study was initiated on the basis of DoD's recognition "... that a more consistent data structure which improved the visibility of units and missions would assist manpower management," and in response to requests by the Senate Armed Services Committee that DPPC definitions be improved.⁵

In May 1974, the Senate Armed Services Committee requested that the Department of Defense conduct a major effort "... to improve the various manpower

⁵*Manpower Requirements Report for FY1977*, Assistant Secretary of Defense (Manpower and Reserve Affairs). February 1976. p XVIII - 1.

TABLE 2-2
EARLY MANPOWER CATEGORIES

FY73 DMRR	FY74 DMRR	FY75 DMRR	FY76 DMRR
Mission Forces			
Strategic Forces	Strategic Forces	Strategic Forces	Strategic Forces
Offensive	Offensive	Offensive	Offensive
Defense, Control, and Surveillance	Defense, Control, and Surveillance	Defense, Control, and Surveillance	Defense, Control, and Surveillance
General Purpose Forces	General Purpose Forces	General Purpose Forces	General Purpose Forces
Land Force	Land Forces	Land Forces	Land Forces
Tactical Air Forces	Tactical Air Forces	Tactical Air Forces	Tactical Air Forces
Naval Forces	Naval Forces	Naval Forces	Naval Forces
Mobility Forces	Mobility Forces	Mobility Forces	Mobility Forces
Other Mission Forces	Auxiliary Forces	Auxiliary Forces	Auxiliary Forces
Intelligence and Security	Intelligence and Security	Intelligence and Security	Intelligence and Security
Communications	Communications	Centrally Managed Communications	Centrally Managed Communications
Research and Development	Research and Development	Research and Development	Research and Development
Support to Other Nations	Support to Other Nations	Support to Other Nations	Support to Other Nations
	Geophysical Activities	Geophysical Activities	Geophysical Activities
General Support	Mission Support Forces	Mission Support Forces	Mission Support Forces
Base and Individual Support		Reserve Component Support	Reserve Component Support
	Base Operating Support	Base Operating Support	Base Operating Support
Training	Crew and Unit Training	Crew and Unit Training	Crew and Unit Training
Command	Command	Command	Command
	Central Support Forces	Central Support Forces	Central Support Forces
	Base Operating Support	Base Operating Support	Base Operating Support
	Medical Support	Medical	Medical
	Personnel Support	Personnel Support	Personnel Support
	Individual Training	Individual Training	Individual Training
	Command	Command	Command
Logistics	Logistics	Logistics	Logistics
		Federal Agency Support	Federal Agency Support
	Individuals	Individuals	Individuals
	Transients	Transients	Transients
	Patients and Prisoners	Patients and Prisoners	Patients and Prisoners
	Trainees, Students, and Cadets	Trainees, Students, and Cadets	Trainees, Students, and Cadets

planning categories of the [Defense Manpower Requirements] report." This request originated from a concern on the Committee's part that the structure was being modified in ways that weakened DoD's ability to provide overall justification for military and civilian manpower requirements. The Committee also noted that "... it

is essential that the format and categories used in the report be consistent from year to year and the definitions of each category be improved."

In its request to DoD, the Committee identified five objectives for the study of manpower planning categories:

1. To improve the connection between the planning categories and the actual units in the field
2. To improve the definition of support and identify support units
3. To develop broad standards that relate the amount of support to the forces supported
4. To make the categories used by each Service consistent
5. To relate locations (e.g., overseas troops) to the various planning categories.⁶

The DoD sponsored a 2-year study called the DMRR/DPPC Improvement Study in response to this request, conducted by the General Research Corporation (GRC) between April 1975 and March 1977. The study ultimately focused on improvements to the DPPC and revision of the PE structure and definitions. Development of a non-PE-based structure for the array of manpower requirements was also considered but not pursued, since this approach "... would divorce manpower from the Defense program and resource management structure, creating a high potential for disconnects and other problems stemming from the need to develop and maintain a new data system."⁷

This study, among other results, clearly highlighted the relationship between the DPPC and PEs by noting that revisions to the DPPC structure:

... without modification of the PE building blocks, would offer little opportunity for improving the consistency and unit/mission orientation of manpower arrays. ... Because DPPC are made up of the same PEs used to aggregate resources into the Ten Major Defense Programs, improving the relationship of units (and their locations) to the DPPC requires a closer match between PEs and units.⁸

⁶Senate Armed Services Committee Report Authorizing Appropriations for FY1975. Report No. 93-884. May 29, 1974. pp. 146 - 147.

⁷*Improvements in the Defense Manpower Requirements Report and the Defense Planning and Programming Categories: Final Report*, General Research Corporation. 31 March 1977.

⁸*Manpower Requirements Report for FY1977*, Assistant Secretary of Defense (Manpower and Reserve Affairs). February 1976. p. XVIII - 2.

The study and resulting changes exemplify the way in which the DPPC has been modified over time to reflect increased interest in and understanding of manpower oversight needs. This effort resulted in several major changes in the DPPC.

New categories were devised to replace the previous Mission Support Forces subcategories of Reserve Component Support and Command, and Central Support Forces – Command. In place of these categories, Mission Support Forces – Headquarters, Central Support Forces – Headquarters, and Central Support Forces – Centralized Support Activities were created. The study confirmed that major difficulties existed in the way manpower resources were reported and accounted for in management headquarters units in the Command category of the DPPC. This problem originated in the PEs, in which manpower associated with management headquarters activities was not separately identifiable. The result was that management headquarters units, or parts of these units, could be found in almost every DPPC.⁹

This modification to the DPPC involved replacing the Mission Support Forces: Reserve Components Support, Mission Support Forces: Command, and Central Support Forces: Command categories with new DPPCs. New management headquarters categories were created under the DPPC headings for Mission Support Forces and Central Support Forces. Each of the new management headquarters functions had two subcategories: Management Headquarters – Service Support, and Management Headquarters – Agencies and Unified Commands. Table 2-3 shows the modified structure.

Changes were also made to Program 8 – Training, Medical and Other Personnel Activities. Through these changes a standard, uniform PE structure was established with definitions created for the major elements in the program. Manpower elements that had been treated differently by the Services were made comparable in both the PEs and DPPC. Major changes were made in the way training activities were arranged, resolving long-standing inconsistencies between the annual training report, the DMRR, and the budget by providing a single training structure relatable to the budget. The changes in the identification of training activities resulting from this study are provided in Appendix A.

⁹*Manpower Requirements Report for FY1978*, Assistant Secretary of Defense (Manpower and Reserve Affairs). March 1977. pp. XVII-4 and -5.

TABLE 2-3

INITIAL FY78 CHANGES TO THE DPPC: MANAGEMENT HEADQUARTERS

Former structure	Proposed new structure
Mission Support Forces Reserve Components Support Base Operating Support Force Support Training Command	Mission Support Forces Base Operating Support Force Support Training Management Headquarters Management Headquarters - Service Support Management Headquarters - Agencies and Unified Commands
Central Support Forces Base Operating Support Medical Support Personnel Support Individual Training Command	Central Support Forces Base Operating Support Medical Support Personnel Support Individual Training Centralized Support Activities Management Headquarters - Service Support Management Headquarters - Agencies and International
Logistics Federal Agency Support	Logistics Federal Agency Support

Note: Manpower Requirements Report for FY1978, Assistant Secretary of Defense (Manpower and Reserve Affairs) Mar 1977, p. XVII-5.

The overall result of these changes to Program 8 was the improved alignment of training activities and their associated support in the Force Support Training and Individual Training categories of the DPPC. With the construction of consistent cross-service definitions and rules for assigning training and the associated support, inconsistencies were reduced. (As discussed in Chapter 4, some of these inconsistencies in the assignment of training functions to PEs continue, with implications for the representation of students in the DPFC.)

Definitions for selected Base Operations functions were also established in the course of the study, with resulting improvements in consistency of representation across Services and within the DPPC and PEs.

In addition to improving the alignment between the DPPC and the PEs, this study developed formal definitions for the DPPC. These definitions, which provided the rules for assigning PEs to the DPPC, were introduced in the FY79 DMRR.

The overall result of this review and revision of the PE and DPPC structures was a changed DPPC structure. Some of these changes were based on the desire to distinguish more clearly between similarly titled Major Defense Programs and the DPPC (i.e., changing the name of the DPPC category from General Purpose Forces to Tactical/Mobility), while other changes reflect real modifications in the way activities were incorporated into the DPPC. Table 2-4 shows the before and after versions of the DPPC structure. As can be seen, changes continued to be made in the DPPC structures from those originally proposed in the FY77 DMRR. The term Central Support Forces was replaced with Support Activities.

The DPPC Renaissance (FY88 - Present)

Following this burst of activity, the DPPC structure entered a period of stability. The ASD(FM&P) had assumed responsibility for the development of the DMRR by the FY76 report, and continues to have primary responsibility for coordinating and editing the report today. It does not appear that the DPPC was used for any analyses other than those reported in the DMRR between the FY80 report and the FY87 DMRR. However, during this period, a variety of special analyses conducted by OASD(FM&P) were reported in the DMRR. A few of these analyses involved arraying manpower according to the DPPC structure. Among these are the analysis of security assistance manpower, reported in the FY80 DMRR, and the report on manpower readiness, included in the FY85 DMRR. Table 2-5 lists the special analyses reported in the DMRR from FY73 to FY90.

More recently, there has been a resurgence of interest in using the DPPC for purposes other than reporting manpower authorizations and selected special analyses in the DMRR. The structure was used in the FY88 *Defense Officer Requirements Study*. Attempts have also been made by OASD(FM&P) to use it in

TABLE 2-4

OLD AND NEW DPPC CATEGORIES (FY78 AND FY79)

Former structure (1978 DMRR)	New structure (1979 DMRR)
Strategic Forces Strategic Offensive Forces Strategic Defensive Forces Strategic Control and Surveillance Forces General Purpose Forces Land Forces Tactical Air Forces Naval Forces Mobility Forces Auxiliary Forces Intelligence Centrally Managed Communications Research and Development Support to Other Nations Geophysical Activities Mission Support Forces Reserve Component Support Base Operating Support Force Support Training Command Central Support Forces Base Operating Support Medical Support Personnel Support Individual Training Command Logistics Federal Agency Support Individuals Transients Patients, Prisoners, and Holdees Trainees and Students Cadets	Strategic Offensive Strategic Forces Defensive Strategic Forces Strategic Control and Surveillance Forces Tactical/Mobility Land Forces Tactical Air Forces Naval Forces Mobility Forces Auxiliary Activities Intelligence Centrally Managed Communications Research and Development Activities Geophysical Activities Support Activities Base Operating Support Medical Support Personnel Support Individual Training Force Support Training Central Logistics Centralized Support Activities Management Headquarters Federal Agency Support Individuals Transients Patients, Prisoners, and Holdees Trainees and Students Cadets

Source: *Military Manpower Requirements Report for FY1979*, Department of Defense Feb 1978, p. XVII-13

TABLE 2-5

**ASD(FM&P) SPECIAL ANALYSES REPORTED
IN THE DEFENSE MANPOWER REQUIREMENTS REPORT
(FY73 - FY90)**

ASD(FM&P) analyses	DMRR for Fiscal Year																		
	73	74	75	76	77	78	79	80	81	82	83	84	85	86	87	88	89	90	
Economic Aspects of Manpower	X																		
Forward Deployments	X	X	X	X															
PCS Moves and Transients		X	X																
Civilian Substitution		X																	
Headquarters/Headquarter Reductions		X		X															
Combat-to-Support Ratio		X	X																
Cost of Manpower			X	X	X	X	X	X	X	X	X	X	X	X	X	X			
Women in the Military			X	X	X	X	X	X	X										
Support Requirements			X																
Military Bands			X																
Enlisted Personnel Inventory Trends			X																
Reservists on Active Duty for Training and Administration							X												
Productivity								X	X	X									
Security Assistance Manpower									X										
All-Volunteer Force									X										
Manpower and Forces by Location									X										
Recruit Quality										X	X								
Drug and Alcohol Abuse											X	X	X						
Manpower Readiness													X						
Manpower Requirements Determination Process														X	X	X			
Medical Personnel																		X	

Budget Execution and Review analyses and in analysis of the Total Force Mix.¹⁰ In both of these studies, the DPPC structure was found to have notable drawbacks. The primary criticism has been that it is not possible to examine historical changes in detail using the DPPC because it aggregates PE-level data, losing the capability to be able to track specific additions and deletions. Only the net change can be reported using the DPPC. This problem is exacerbated when examining historical data, because of changes in the PEs, which may be difficult to track.

¹⁰*Budget Execution Review Using Defense Planning and Programming Categories, FM&P (RMS) (PRA), 10 December 1987, and Total Force Mix Analysis: A Study in the Total Force Mix in the Department of Defense, FM&P (RMS) (R&CR), 20 October 1987.*

As a result of these explorations into alternative uses, the structure has been modified to reflect DoD interest in areas previously hidden in the DPPC structure. In addition, the decision has been made to present manpower no longer in terms of five major categories (Strategic, Tactical/Mobility, Auxiliary Activities, Support Activities, and Individuals), but rather to emphasize the particular kinds of support required by DoD. This decision resulted in the elimination of the summary categories of Auxiliary Activities and Support Activities. Table 2-6 illustrates the old and new DPPC structure (FY88 and FY89). No changes have been made to the DPPC since the FY89 change. Discussions have been initiated with the Services, however, to create a new subcategory for Special Operations Forces.

CURRENT USES AND USERS OF THE DPPC

The DPPC is currently used by a variety of organizations both within and outside of DoD, including the Congress, several OSD organizations, and the Military Services. The members of this user community, and the primary uses they make of the DPPC, are briefly described below.

Congressional Use of the DPPC

Congressional use of the DPPC is confined to three organizations: the Senate and the House Armed Services Committees and the Congressional Budget Office (CBO).

The Armed Services Committees originated the requirement for the DMRR, which is required by law to be provided by 15 February of each year. As noted above, the DPPC is the structure adopted for reporting manpower authorizations in the DMRR. The main use of the DMRR by the Committees is in preparing for hearings on the President's Budget. The DPPC is rarely used by the Committees outside of this context.

The CBO uses a variant of the DPPC in developing mission-oriented arrays of the DoD resource requirements. In the mid-1970s, the CBO sponsored development of the Defense Resources Model (DRM) for stratifying resources according to missions and related support functions. At the time, the DPPC was the only alternative to the

TABLE 2-6

OLD AND NEW DPPC CATEGORIES (FY88 AND FY89)

Old structure (FY88 DMRR)	New structure (FY89 DMRR)
Strategic Offensive Strategic Forces Defensive Strategic Forces Strategic Control and Surveillance Forces Tactical/Mobility Land Forces Division Forces Theater Forces Tactical Air Forces Naval Forces Warships and ASW Forces Amphibious Forces Naval Support Forces Mobility Forces Auxiliary Forces Intelligence Centrally Managed Communications Research and Development Activities Geophysical Activities Support Activities Base Operating Support Combat Installations Support Installations Medical Support Personnel Support Individual Training Force Support Training Central Logistics Supply Operations Maintenance Operations Logistics Support Operations Centralized Support Activities Management Headquarters Defense Agencies International Military Organizations Unified Commands	Strategic Offensive Strategic Forces Defensive Strategic Forces Strategic Control and Surveillance Tactical/Mobility Land Forces Division Forces Theater Forces Tactical Air Forces Naval Forces Warships and ASW Forces Amphibious Forces Naval Support Forces Mobility Forces Communications and Intelligence Intelligence Centrally Managed Communications Combat Installations Force Support Training Medical Support Joint Activities International Military Organizations Unified Commands Federal Agency Support Joint Chiefs of Staff OSD/Defense Agencies/Activities Central Logistics Supply Operations Maintenance Operations Logistics Support Operations Service Management Headquarters Combat Commands Support Commands Research and Development Research and Development Activities Geophysical Activities

TABLE 2-6

OLD AND NEW DPPC CATEGORIES (FY88 AND FY89) (Continued)

Former structure (FY88 DMRR)	New structure (FY89 DMRR)
<p>Service Support-Combat Commands</p> <p>Service Support-Support Commands</p> <p>Federal Agency Support</p> <p>Individuals</p> <p>Transients</p> <p>Patients, Prisoners, and Holdees</p> <p>Trainees, Students, and Cadets/ Midshipmen</p>	<p>Training and Personnel</p> <p>Individual Training</p> <p>Personnel Support</p> <p>Support Activities</p> <p>Support Installations</p> <p>Centralized Support Activities</p> <p>Individuals</p> <p>Transients</p> <p>Patients, Prisoners, and Holdees</p> <p>Trainees, Students, and Cadets/Midshipmen</p>

MDP for performing this function. As discussed above, the MDP has long been considered inappropriate for arraying mission and support resources. As noted in the FYDP Manual:

The CBO has developed the Defense Resource Model (DRM) for use as an analytical tool in support of alternative levels of defense resources. Following the budget submission to Congress, budget year data are extracted from the FYDP according to CBO specifications, which aggregate program elements and resource identification codes to unclassified summary levels for input to the DRM. Data from the DRM are used by CBO to fulfill the legal requirement for mission-oriented displays under P.L. 93-344.¹¹

The specifications used to extract and array the FYDP data for the CBO are the PE assignments identified with a variant of the DPPC used exclusively by the CBO. These assignments are used by the DoD Comptroller to produce non-PE-specific arrays. The CBO uses the DRM to array all types of resources, not just manpower.

The DPPC version used by the CBO is considered a variant because it has not undergone the same revisions as the OSD DPPC. Called the CBO Aggregate

¹¹Office of the Assistant Secretary of Defense (Comptroller), *FYDP (Five Year Defense Program) Program Structure Manual*, DoD 7045.7-H, August 1988, Book 1, Unclassified Codes and Definitions all DoD Components, p. 19.

Element (AE) categories, the CBO variant of the DPPC includes subcategories not found in the current DPPC. It differs also from the original structure, in the use of many more mission subcategories, grouped by particular types of organizational units (e.g., Active Army Divisions (Armored) (ZI)).

In addition to being structurally dissimilar, the CBO AE structure uses PE assignments that differ from those used by OSD in DMRR preparation. The CBO has different interpretations of how some PEs should be assigned, so that CBO-generated arrays reflect that organization's interpretation of the relationship of PEs to missions and support functions. In some cases, this interpretation differs from the DoD determination of PE assignments. The result of this disparity is that the Senate Armed Services Committee receives mission/support resource arrays in similar structures that do not reflect the same PE assignments, or necessarily show the same results.

The CBO has expressed interest in OSD changes to the DPPC, and has indicated that a structure that could provide more detailed functional categories would be very helpful for CBO analyses.

Additional information on the CBO AE structure is provided in Appendix B.

OSD Use of the DPPC

The ASD(FM&P) is the primary user of the DPPC. As discussed above, OSD's application of the DPPC has been confined largely to its use in connection with the DMRR and in selected special studies.

The ASD(PA&E) also uses the DPPC in arraying force tables in the FYDP, and in the POM. Table 2-7 shows the structure used in the POM. These are the only applications of the DPPC used by the ASD(PA&E).

The ASD(PA&E) currently uses all of the three major PE-based structures: the MDP, the DPPC, and the DMC. This last structure was created by the ASD(PA&E) to array MDP resources, in conjunction with the Advanced Mission-Oriented Resource Display (AMORD). Specific characteristics of the DMC are discussed in Chapters 4 and 5.

The USD(Acquisition) has recently begun using both the DMC and a recently updated version of the AE categories. The DMC is used with the Force Acquisition Cost Model (FACS) for estimating cost impacts of different acquisition strategies for

TABLE 2-7

**FORMAT II-F-1 PROGRAMMED STRUCTURE, PROGRAMMED MANNING,
AND END STRENGTH**

(In thousands)
(Complete for each year FY87 - 94)

	Active		Reserve		National Guard	
	Programmed manpower structure	Programmed manning	Programmed manpower structure	Programmed manning	Programmed manpower structure	Programmed manning
A. Strategic						
Offensive Strategic Forces						
Defensive Strategic Forces						
Strategic Control and Surveillance Forces						
B. Tactical/Mobility						
Land Forces						
Division Forces						
Theater Forces						
Tactical Air Forces						
Naval Forces						
Warships and ASW Forces						
Amphibious Forces						
C. Auxiliary Activities						
Intelligence						
Centrally Managed Communications						
Research and Development						
Geophysical Activities						
D. Support Activities						
Base Operating Support						
Combat Installations						
Support Installations						
Medical Support						
Personnel Support						
Force Support Training						
Individual Training						
Central Logistics						
Supply Operations						
Maintenance Operations						
Logistics Support Operations						
Centralized Support Activities						

Source: Program Objective Memorandum (POM) Preparation Instructions: the PPI for (FY 1990 - 1994), the Office of the Executive Secretary of the Defense Resources Board (Programming Phase). 10 Dec 1987: pp. 39 - 40.

TABLE 2-7

**FORMAT II-F-1 PROGRAMMED STRUCTURE, PROGRAMMED MANNING,
AND END STRENGTH (Continued)**

(In thousands)
(Complete for each year FY87 - 94)

	Active		Reserve		National Guard	
	Programmed manpower structure	Programmed manning	Programmed manpower structure	Programmed manning	Programmed manpower structure	Programmed manning
Management Headquarters						
Defense Agencies						
International Military Organizations						
Service Support-Combat Commands						
Service Support-Support Commands						
Federal Agency Support						
E. Total Programmed Manpower Structure and Programmed Manning						
F. Operating Strength Deviation: (MY = _____)						
G. Individuals						
H. End Strength						

Source: Program Objective Memorandum (POM) Preparation Instructions: the PPI for (FY 1990 - 1994), the Office of the Executive Secretary of the Defense Resources Board (Programming Phase). 10 Dec 1987. pp. 39 - 40.

major weapon systems. The AE categories are used in conjunction with an improved version of the CBO DRM, the Advanced Defense Resource Model (ADRM).

The ADRM version of the AE structure is substantially different from the CBO version in that it groups similar types of organizational units by particular mission areas, rather than by overall mission as in the CBO AE. As an example, the ADRM AE structure assigns Strategic Offensive PEs under Land Based Strike Forces, Sea Based Strike Forces, or Air Based Strike Forces, with specific types of weapon systems (e.g., Fleet Ballistic Missile Systems) or organizational units (e.g., TITAN Squadrons) under the appropriate type of strike force. The CBO AE structure has no subcategories below offensive or defensive. Table 2-8 gives examples of the two structures. Detailed listings of the two versions of the AE structure are provided in Appendix B.

TABLE 2-8
EXAMPLES OF CBO AE AND ADRM AE

AE code	CBO AE title	AE code	ADRM AE title
100000	Strategic	100000	Strategic Forces
110000	Offensive Strategic	110000	Offensive Strategic Forces
110014	TITAN	111000	Land Based Strike Force
110022	Trident II Missile System	111024	TITAN Squadrons
110024	Minuteman	111034	Minuteman Squadrons
110032	Fleet Ballistic Missile System	112000	Peacekeeper Squadrons
110042	Trident	112022	Sea Based Strike Forces
110044	B-1B	112032	Fleet Ballistic Missile System
110052	Fleet Ballistic Missile System Support	112042	Trident System
110062	Fleet Ballistic Missile System Support (USNR)	112212	Support Ships (Fleet Ballistic Missile System)

Note: Detailed listings of these two structures are provided in Appendix B.

Service Use of the DPPC

The DPPC, with very few exceptions, has played no role in Service management or oversight of manpower. It is used almost exclusively in the development of the DMRR and POM inputs, as required by OSD. Isolated exceptions of application of the DPPC are found in the Marine Corps and the Navy.

The Marine Corps employs the structure to augment its internal classification structure for non-Fleet Marine Force units. The Fleet Marine Force (FMF) represents the majority of units in the Marine Corps. FMF units are categorized as Ground Forces, Aviation Forces, and Logistics Forces. Non-FMF forces are not separately categorized within the Marine Corps on the basis of mission or use. Over time, the DPPC structure has been adopted by the Headquarters, Marine Corps as a way of describing the non-FMF forces on the basis of PE and the associated category of the DPPC. This use of the DPPC structure is largely confined to selected headquarters functions.

The Navy has used the DPPC as a way of representing the sea and shore establishments for internal analyses of the distribution of manpower. The direct mission DPPCs are viewed as appropriate analogues for the fleet, while the DPPC categories related to support are viewed as analogous to the shore portion of the Navy. The Chief of Naval Operations (OP-01) has used the PE-organized manpower arrayed by DPPC in analyzing shifts in the distribution between the fleet and the shore establishment between 1980 and 1988.

Except for these special applications of the DPPC, the Services' use of the structure is limited to the preparation of input for the DMRR and the formats required for the POM. In order to facilitate preparation of the information for these reports, the Services have included the DPPC codes, in conjunction with the PE codes, in selected manpower management data bases. Changes in the DPPC/PE assignments are made as part of the DMRR preparation process when the DPPC/PE assignments are reviewed.

A particular concern of the Services is the assignment of PEs to the DPPC. These decisions have both technical and administrative impacts. From the technical perspective, both OSD and the Services are interested in assuring that the PEs are assigned to the DPPC in a way that most accurately represents the way in which the manpower is really used. The procedure for creating or modifying a PE also includes a place for the originator to recommend the DPPC assignment for the PE. These recommendations appear to be followed by the OASD(FM&P)(RM&S/MR) managers of the DPPC. Differences in opinion regarding these assignments are usually resolved through discussions between the OSD managers of the DPPC and the Service PE managers. Resolution may involve both oral and written comments. Changes in PE assignments may be due to changes in the forces or functions represented by the PE, changes in the DPPC structure or definitions of the categories, or creation of a new PE.

Administratively, changes in PE assignments to the DPPC are a burden for both OSD and the Services. The primary impact of changes in the PE assignments, or in the DPPC structure, is in updating data bases and records. The embedding of the DPPC codes in the Services' manpower management data bases means that changes must be incorporated into these usually very large data bases. Of particular concern are situations in which the DPPC/PE assignments undergo multiple iterations during an annual DMRR preparation period, as happened with the FY88 DMRR. The

limited time allowed for preparing the DMRR inputs, immediately following the preparation of the President's Budget, does not readily allow for accommodation of delays in finalizing DPPC/PE assignments. Changes in DPPC/PE assignments have a ripple effect, resulting in changes in the data reported in the DMRR.

With the exception of the Marine Corps, each Service indicated that it did not like to see large numbers of changes involving the DPPC, because of the time and money involved in modifying data bases, and delays in producing final inputs for the DMRR. The Marine Corps, with far fewer PEs, had less difficulty in implementing changes in the DPPC/PE assignments and producing revised output.

As is the case with any structure subject to changes, the issue for managers and users is trading off stability for flexibility. Frequent modification of the categories or the PE assignments undermines the ability of users to apply the structure for historical tracking. However, DoD's interests and reporting needs do change over time, and the structure must be flexible enough to be modified to accommodate these shifts. Adding to this, the PE accounts are constantly undergoing change, with PEs revised, added, and deleted throughout the year. Documentation of the rationale for changes in the DPPC, or in the PE assignments, becomes critical in order to maintain continuity within the structure over the period of use. The Services have been largely responsible for maintaining detailed records of the changes in PE assignments to the DPPC. The ASD(FM&P) has maintained records of the changes in the structure and the definitions of the categories, and the records of directions for preparing the DMRR. An audit trail of migrations and changes in resources in each DPPC category is documented in each DMRR.

Service Objections to the DPPC

At various times since the early 1970s, the Services have objected to the use of a functionally oriented resource display, primarily because it arrays data in a way different from that used in the FYDP -- the MDPs. This concern was expressed early in the life of the DPPC by the Air Force, in relation to the use of the Fiscal Guidance Categories. Similar arguments continue to be raised intermittently with regard to the DPPC.

The argument regarding the use of multiple structures for arraying resources has two points: the lack of consistency in the way resources are arrayed according to

the various structures, and inconsistency in the way the Services are presented within the functionally oriented structure.

The Air Force has articulated the first point, initially with regard to the Fiscal Guidance Categories, and more recently with respect to the DPPC.¹² The argument has been that DoD should present all force, cost, and manpower data in a uniform way, ". . . in order to facilitate uniform presentation of the data within the Department of Defense, as well as before Congress . . ."¹³ If a functional display must be used, the argument has followed, then effort should be made to make this structure ". . . provide for more comparability across Services and better definition of mission support resources . . ."¹⁴ Multiple structures, it has also been argued, result in increased workload due to the need to convert MDP-organized data into DPPC-organized arrays.

The response to this argument has been that the primary reason for using functionally oriented structures for arraying data has been the congressional requirement to do so in the DMRR. This argument continues to be realistic, given this continuing reporting requirement. While Congress did not originally specifically define DPPCs, over time this structure has become institutionalized.

The second part of the criticism of the DPPC involves the inconsistencies in the way the Services are presented. This concern centers on the historic use of the DPPC as a mechanism for developing "tooth-to-tail" ratios between mission and support resources. As noted in the Air Force briefing on the DPPC, the same terms do not have the same meanings throughout DoD -- "support" in one Service is "combat" in another. As noted in the first Military Manpower Requirements Report, one result of these differences is that analyses cannot be made across Services. Specific examples of difference in the construction of PEs, the root cause of this problem, are discussed in the next chapter.

¹²AF/PRP briefing *Defense Planning and Programming Categories: Are We Sending the Right Message?*, undated (circa 1988).

¹³Assistant Secretary of the Air Force (Systems Analysis), Memorandum for the Assistant Secretary of Defense (Systems Analysis), Subject: *Revision of Fiscal Guidance Categories*, 15 March 1973.

¹⁴*Ibid.*

CHAPTER 3

LIMITATIONS AND INCONSISTENCIES IN DPPC

Consideration of the DPPC's utility involves examining the categorization structure in terms of its effectiveness in

- Fulfilling its original purpose
- Supporting other ASD(FM&P) oversight needs.

The first point, the DPPC's effectiveness in fulfilling its original purpose, that of arraying manpower authorizations by mission and support functions, is discussed in this chapter. The second point, its effectiveness as a tool for supporting ASD(FM&P) oversight needs, is discussed in Chapter 5.

The DPPC's effectiveness as a mechanism for displaying manpower resources must be considered from two viewpoints:

- Limitations of the DPPC due to its nature and structure
- Inconsistencies in the way in which the DPPC displays resources.

The strengths of the structure are highlighted in Chapter 5, in the comparison of the DPPC with the DMC and the MDP. The limitations of the structure are discussed below.

LIMITATIONS OF THE DPPC

As noted in Chapter 2, the DPPC was originally developed as a mechanism for arraying manpower resources in the DMRR. While initially used to array active component military manpower only, the structure eventually came to be used to array reserve component manpower and civilian manpower employed by DoD as well. While over time OSD has revised the structure to reflect DoD's changing interests and priorities, certain of its fundamental characteristics have largely remained the same. In some cases, these present limitations in the structure.

Available Level of Detail

From its inception, the DPPC has aggregated PE-organized data into a few, clearly defined categories representing major areas of DoD interest. At no time has the structure contained more than three levels of indenture, or more than the current 38 summary and sub-categories (including the two little-used Miscellaneous categories of Retired Pay and International Support Funds).

Changes in the number and organization of the subcategories have been limited to highlighting selected special interests, such as the current Joint Activities, and making greater distinctions between those portions of support functions supporting other support functions and those supporting direct missions, such as Combat Installations and Support Installations. Earlier changes involved reducing use of the term "Auxiliary" functions, as a way of de-emphasizing the concept of support tail as in "tooth-to-tail."

The current DPPC has 14 major or summary categories broken into 32 second-level subcategories, two of which -- Land Forces and Naval Forces, in Tactical/Mobility -- are further defined by a third level of detail.¹ At its most detailed, the DPPC arrays all of DoD's active, reserve, and civilian manpower in 38 categories. While this arrangement allows representation at a level of detail appropriate for explanation in the DMRR, it represents a level of aggregation that makes understanding changes among groups of PEs very difficult. The result is that analysts must work at either the very aggregate level of detail available in the current DPPC structure, or at the PE level -- there is no middle ground. Table 3-1 shows the distribution of PEs in the FY89 version of the DPPC used in this study.² The quantities include both currently used PEs and historical PEs no longer in use.

¹The fourteenth category -- (Z)MISCELLANEOUS -- has been recently added to the DPPC in the FY89 DMRR. Of the three subcategories included under MISCELLANEOUS, only (ZC)UNDISTRIBUTED is used in the DMRR, for reporting the Force Structure Deviation.

²The version of the DPPC and PE assignments used in this study is that available in June 1988. This version is comparable to the version of the DMC and associated PE assignments available at the time of this study. No attempt has been made to modify these baselines with later versions of the PE assignments. The changing nature of the PE population makes it very difficult to maintain the exact same population for each structure, since they maintain different updating cycles. The June 1988 version of the DPPC/PE assignments is not the same as that used in the FY90 DMRR, since in the intervening period changes may have been made in the PE population and associated DPPC assignments.

TABLE 3-1
DISTRIBUTION OF PEs BY FY89 DPPC

DPPC		Number of PEs
A	Strategic	
AO	Offensive Strategic Forces	53
A1	Defensive Strategic Forces	62
A2	Strategic Control and Surveillance Forces	95
B	Tactical/Mobility	
BA	Land Forces	
BAA	Division Forces	195
BAB	Theater Forces	54
BB	Tactical Air Forces	263
BC	Naval Forces	
BCC	Warships and ASW Forces	117
BCD	Amphibious Forces	19
BCE	Naval Support Forces	50
BD	Mobility Forces	117
H	Communications/Intelligence	
HA	Centrally Managed Communications	61
HB	Intelligence	142
J	Combat Installations	89
K	Force Support Training	41
L	Medical Support	60
M	Joint Activities	
MA	International Military Organizations	6
MB	Unified Commands	43
MC	Federal Support Activities	13
MD	Joint Staff	4
ME	OSD/Defense Agencies and Activities	125
N	Central Logistics	
NA	Supply Operations	24
NB	Maintenance Operations	41
NC	Logistics Support Operations	66
Subtotal		1,740

Note: N/A - Not applicable; total includes historical and active PEs.

TABLE 3-1

DISTRIBUTION OF PEs BY FY89 DPPC (Continued)

DPPC		Number of PEs
O	Service Management Headquarters	
OA	Combat Commands	38
OB	Support Commands	78
Q	Research and Development/Geophysical Activities	
QA	Research and Development	1,166
QB	Geophysical Activities	40
R	Training/Personnel	
RA	Personnel Support	88
RB	Individual Training	118
S	Support Activities	
SA	Support Installations	234
SB	Centralized Support Activities	119
T	Individuals	
TA	Transients	8
TB	Patients, Prisoners, and Holdees	4
TC	Trainees and Students	N/A
TD	Cadets	N/A
Z	Miscellaneous	
ZA	Retired Pay	1
ZB	International Support Funds	2
ZC	Undistributed	17
Unassigned PEs		96
Subtotal		2,009
Subtotal from previous page		1,740
Total		3,749

Note: N/A - Not applicable; total includes historical and active PEs.

Without consideration of the manpower authorizations actually embodied by these PEs, the data show that the current DPPC structure has several categories that include very large numbers of PEs. These groups of PEs have the potential to represent significant numbers of authorizations. The structure, however, provides no

capability to examine changes occurring within these categories, without going to the PE level of detail.

The 10 DPPC categories with more than 100 PEs represent 63 percent of all of the currently active and historical PEs now on file. Although not all of the PEs currently used have manpower associated with them, particularly in Program 6 -- Research & Development, there is still the potential for high concentrations of manpower in a comparatively small number of "super categories." Two categories, Trainees and Students, and Cadets have no PEs assigned: Manpower associated with these two DPPCs is determined using resource identification Codes (RIC) discussed later in Chapter 4.

The issue is one of *availability* rather than *reporting* of additional detail. Previous efforts by OASD(FM&P) to use the DPPC in supporting Budget Execution and Review analyses had been limited by the difficulty in tracking changes over time within a given category, except at the grossest level. As noted in this analysis:

Some of the most important aspects of the Services' plans -- including major shifts in personnel among weapon systems -- are transparent to an analysis that uses DPPC categories. . . . The impact of one new base may largely offset the impact of closing another base, so that in reviewing changes at the DPPC level, OSD(FM&P) is not so much looking at planned changes as it is looking at the residual impact of planned changes. It is hardly surprising if much of what happens at the DPPC level -- both in terms of authorized and actual values -- appears to be random fluctuation.³

While additional substructure -- more discrete subcategories within the existing set -- would not change the nature of the DPPC, making it an analytical tool rather than a tool for only displaying data, the expanded detail would allow the user to identify more homogeneous groups of PEs in which changes have occurred. The major drawback to these "super categories" is the difficulty in identifying the source of changes in manpower requirements. While some specific changes are initially identifiable at the PE level, when summarized by category within the DPPC these changes are lost. Although this level of detail has been satisfactory for the documentation demands of the DMRR, the potential exists to want to be able to examine the composition of the DoD manpower demand in more detail.

³Budget Execution Review Using Defense Planning and Programming Categories. FM&P (RMS) (PRA). 10 December 1987.

Suitable Only for PE-Organized Data

This is less a limitation than a statement of the DPPC's essential nature. The DPPC has been designed for use with a particular type of data -- data organized by PE or having PE codes attached to them. Within this context, the DPPC can be used to array any data -- fiscal, manpower authorizations, occupational inventory, organizational unit manpower, etc. As such, the DPPC is a specialized tool, appropriate only for those analyses involving PEs.

Until recently, this characteristic has meant that OSD has been somewhat limited in the potential uses of the DPPC. However, increased OSD access to Service-level manpower authorization and billet data, including the attachment of PEs to these data, opens the possibility of broadened use of the DPPC as a display tool.

DPPC MANAGEMENT PROCEDURES

To date, management of the DPPC structure has been linked to development of the DMRR. Review and revision of the structure and the PE assignments is initiated in November preceding the annual publication of the DMRR in February. There is no separate process for reviewing and revising the structure and assignments outside of the DMRR preparation process. One result of this arrangement is that users tend to think of the DPPC almost exclusively in connection with the DMRR. Perceptions of inconveniences linked to the DMRR preparation carry over to the DPPC.

Following the finalization of the DPPC structure and PE assignments, the DASD(RM&S) issues a memorandum to the DoD principals -- the Secretaries of the Military Departments, Chairman of the Joint Chiefs of Staff, Under Secretaries of Defense, Inspector General, Directors of Defense Agencies, and President of the Uniformed Services University of the Health Sciences. This document, known as the "Blue Book" because it is printed on blue paper, is the formal communication of the current DPPC structure, definitions, coding, and PE assignments, by DoD organization and DPPC category.

The publication date for this memorandum varies from year to year. The edition documenting the version of the DPPC used in the FY90 DMRR was revised, but not reissued, in June 1989. This will be the first formal communication of the revised DPPC structure and coding introduced in the *FY88 Defense Officer*

Requirements Study, and used in the FY89 DMRR. The previous edition of the Blue Book is dated 13 January 1987.

For preparing the DMRR, the process for reviewing and revising the DPPC structure and assignments appears to be adequate. However, for the DPPC to be a tool for broader use, additional definition of its appropriate applications and more formal procedures for recommending revisions to the structure and for making PE assignments should be considered. Currently, comments and the rationale for changes can be presented either orally or by written communication. Documentation of the rationale for changes becomes dependent on individuals rather than an institutionalized process. The result is that it becomes more difficult over time to maintain a clear track of these decisions and their supporting rationale. Records of changes in PE assignments to the DPPC are maintained by the Services.

INCONSISTENCIES IN REPRESENTATION OF DATA

Because the DPPC are made up of the same program elements (PE) building blocks as the Five Year Defense Program (FYDP) and the Defense Budget, the underlying data structure has had to serve a wide variety of users, both within and outside of the Department of Defense. In attempting to satisfy the various and sometimes conflicting needs of these users, the structure has, over the years, developed inconsistencies that carry over into the DPPC. As a result, the use of the DPPC for analysis of manpower requirements has been complicated by differences in the treatment of resources within and among the Military Services and Defense Agencies.⁴

This statement is just as true now as it was 12 years ago, when it was included in the DMRR for FY78. It is this relationship, documented in the DMRR/DPPC Improvement Study conducted between 1975 and 1977, that is at the heart of the inconsistencies in the use of PE data in the DPPC still found today.

As found in the first study of the DPPC, inconsistencies in the construction of PEs are replicated in the DPPC. While the particular subject areas may have changed, the condition persists. The earlier effort to improve the DPPC resulted in clearing up inconsistencies in several major areas, specifically in the Management Headquarters and Commands, Base Operations, Telecommunications, Intelligence, Research and Development, Logistics, and Individuals accounts. However, inconsistencies have crept back into the PE structure and content in the intervening years.

⁴*Manpower Requirements Report for FY1978*, Office of the Assistant Secretary of Defense (Manpower and Reserve Affairs). March 1977. p. XVII-1.

The effectiveness of the DPPC as a tool for representing DoD organizational manpower hinges on the PEs the structure is designed to organize. While change in the eleven programs of the MDP is very rare, changes do occur in the actual PE accounts, with additions and deletions happening throughout the year.

The Services and Defense Agencies and Activities are responsible for initiating the creation, modification, or deletion of PEs, although overall control of the process rests with the DoD Comptroller. While the definition for each PE is established through the oversight and review process, the actual contents of the PE, the functions or activities and the resources associated with it, are determined by the originating organization. The PEs are constructed primarily according to the needs of the originating organization and provide a mechanism for representing each Service or agency in its own way. This means that while the same functions may occur in each Service, they are not necessarily always included in similar PEs.

Three kinds of inconsistencies can occur in relation to the DPPC:

- Similar functions are located in different types of PEs across Services, and may be assigned to different categories of the DPPC as a result
- The Services represent themselves differently within the PE structure because of the way in which they are organized, making it difficult to assign similar functions consistently to the same DPPC category
- Similar functions and similar PEs are assigned to different categories of the DPPC as a result of inconsistent application of the PE and/or DPPC definitions.

The first and second kinds of inconsistency come from differences in the way in which specific programs are packaged and differences in the way the Services are organized. The third kind of inconsistency comes from the difficulty in maintaining and applying consistent rules for constructing the contents of particular PEs over time, and from errors in assignment of PEs to DPPC.

Any attempt to discuss comprehensively the inconsistencies associated with the DPPC is bound to miss particular instances. Identification of all of the inconsistencies would require a more thorough analysis of the construction of all the PEs than was possible in this study. For this reason, examples of the various kinds of inconsistencies that can occur are discussed below.

Similar Functions/Different Services/Different PEs

Inconsistent representation of data using the DPPC is difficult to address because many of the criticisms are based on the critic's point of view. While each Service has most of the same support functions, these support functions are frequently related to Service-specific operational forces. That does not mean that the same general kind of organizational unit cannot be found in more than one Service. Aircraft squadrons are found in the Air Force, Navy, and Marine Corps. Both the Army and the Marine Corps have division forces. All of the Services have personnel and training functions, but not all of the Services assign these functions in the same way to PEs.

Of the various differences in the assignment of similar functions to different PEs, probably the most critical is that associated with training, because of its impact on the calculation and tracking of the Individuals account. Within the MDP structure, training is defined as part of Program 8 - Training, Medical, and Other General Personnel Activities. The DPPC improvement effort of FY77 included consideration of ways to improve the representation of training functions in both the MDP and the DPPC. Standard PE definitions and structures were established and implemented in FY79.

The result of this effort has been that most, but not all, of the training provided members of the Military Services and civilian employees of DoD appears in Program 8. Over time, however, there has been some departure from this rule, with students now being assigned to operational PEs in Programs 1, 2, and 4. While the number of these PEs including students is comparatively small, the inclusion of students and trainees in them is problematic because it impedes the clean calculation of these categories of the Individuals account. As planned in the DPPC improvement study, the majority of students and trainees are assigned to PEs in Programs 5 (Guard and Reserve) and 8 (Training, Medical and Other Personnel Activities). Table 3-2 lists the FY90 PEs containing students and trainees in operational programs.

ASD(FM&P) currently uses resource identification codes as the mechanism for calculating the value for the TC (trainees and students) and TD (cadets) categories of the DPPC - primarily because these categories of manpower are not restricted to Program 5 and Program 8 PEs, in which they represent the only manpower in specific

TABLE 3-2

OPERATIONAL PROGRAM ELEMENTS CONTAINING STUDENTS/TRAINEES

Program element code	Program element title	Resource identification code	RIC category
0101897F	Training (Offensive)	0044 0134	Active Service Officer Student Active Service Enlisted Student
0102897F	Training (Defensive)	0044 0134	Active Service Officer Student Active Service Enlisted Student
0204156N	Readiness Squadrons	0042 0132 0136	Active Service Officer Student Active Service Enlisted Student Active Service Enlisted Trainee
0204262N	Readiness Squadrons	0042 0132 0136	Active Service Officer Student Active Service Enlisted Student Active Service Enlisted Trainee
0204633N	Fleet Support Training	0042 0132 0136	Active Service Officer Student Active Service Enlisted Student Active Service Enlisted Trainee
0206497M	Training (Marine)	0043	Active Service Officer Student
0207597F	Training (Tactical Air Forces)	0044 0134	Active Service Officer Student Active Service Enlisted Student
0401897F	Training	0044 0134	Active Service Officer Student Active Service Enlisted Student

PEs. Trainees and students in operational PEs are intermixed with the instructors providing the training, making it necessary to use some other mechanism for sorting these personnel. The RIC is that mechanism.

The RIC is a four-digit code used to identify the resources attached to each PE. There are three types of RICs: force RICs, manpower RICs, and appropriation RICs. Manpower RICs identify officer, enlisted, and civilian manpower in the active, guard, and reserve components. Individual codes identify by Service students, trainees, ROTC candidates, and the various types of DoD civilian employees (U.S. direct hire, foreign direct hire, foreign indirect hire).

The Air Force, Navy, and Marine Corps each have a small number of PEs that include students or trainees involved in weapon-specific advanced training,

primarily advanced flight training. Included in the PE may be the weapon system for which the training is being provided, as well as the instructors providing the training and the students being trained. This training is provided by the operational command (e.g., Strategic Air Command) rather than the regular training establishment (e.g., Air Training Command). All other training is accounted for under Program 5 or Program 8. Appendix A includes a complete list of the PEs containing students and trainees, and the associated RICs.

Similar Functions/Different Services/Different Categories of the DPPC

As previously noted, many differences in the way the Services are represented in PEs are due to differences in the way the Services are organized. All of the Services, for example, have base operating and support functions, but these functions are not necessarily represented in the same places in the MDP/PEs and, therefore, in the DPPC. As noted by the Air Force in its briefing on problems in the DPPC,⁵ "support" to one Service is "combat" to another Service. An often-used example of the problem raised by the Air Force is the comparison of certain organizational units in the Navy and the Air Force — Navy aircraft carriers compared to Air Force bases. At issue is the identification of selected functions as "combat" forces in the full ship's company of Navy ships, which the Air Force categorizes as base operations functions, and, therefore, "support."

This difference is due to the way the Services are organized. Each ship and submarine in the Navy is required to be operationally self-contained for long periods, requiring on board not only the usual kinds of manpower and functions required for an operational mission, but also many kinds of support, such as a personnel support chaplain, medical facilities, legal facilities, training support, and many kinds of operational support. Tactical air squadrons in both the Navy and the Air Force can be expected to include essentially the same functions — operators (pilots) and maintainers. Air Force bases, like naval air stations, include support functions associated with installations, such as base communications, base operations, and audiovisual activities. All of these functions associated with tactical forces are in Program 2.

⁵AF/PRP briefing *Defense Planning and Programming Categories: Are We Sending the Right Message?*, undated (circa 1988).

The issue is that, when arraying these functions using the DPPC, installation support can be assigned to category J — Combat Installations, and operational PEs can be assigned to category B — Tactical/Mobility. The inclusion of support functions in Navy combatants means they are inseparable from the mission personnel in these Navy PEs. There is no analogous situation in the other Services.

The options for overcoming this problem appear to be: (1) add analogous support functions and associated manpower to the operational forces for the other Services, (2) subtract them from the particular Navy PEs, or (3) assign separate "support" PEs to appropriate shipboard forces. The first two approaches involve factoring or splitting whole PEs and distributing resources according to some set of rules. The Advanced Defense Resources Model (ADRM), using the Aggregate Element structure, and the Advanced Mission Oriented Resource Display (AMORD), as well as several other related models that apply the DMC, use this factoring approach to relate and distribute support resources to operational mission forces. The DPPC, as a structure with no automated application per se, has no associated factors for splitting aggregations of PEs. The third approach involves reassigning forces or portions of ship companies to multiple PEs, and is perhaps the most viable alternative.

Inconsistent Use of Rules for PE Construction or DPPC Assignment

Another way in which the same function can appear in different categories of the DPPC is through errors in assignment. While rules have been made for assigning PEs to DPPCs, it sometimes happens that the assignment decisions, upon further review, need to be changed. This can occur through a misunderstanding of the contents of the PE, or through simple errors resulting from the pressure to make assignment decisions quickly and not delay DMRR preparation. Corrections are made once the error is identified, with the transmission of the corrected version distributed in the "Blue Book" review for the next DMRR.

It is not unusual for multiple Services to have elements of the same PE. For example, 0806761 — Education and Training — Health Care has elements in all four Services. Sometimes elements of the same root PE will be assigned to different categories of the DPPC. Experience has shown that this is a transitory problem, based on administrative errors. Generally, consistent rules for assigning PEs to the

DPPC have been followed. All Service elements of the same root PE are assigned to the same DPPC category, as an example.

Some inconsistencies have occurred in assigning Program 6 – Research and Development PEs to the DPPC. As described in the definition of DPPC category QA (Research and Development), the general rule is to include in the R&D DPPC all Program 6 PEs "... except those for weapon systems for which procurement is programmed during the ... FYDP projections, and for (PEs) identifiable to a Support Activities DPPC such as Medical or Personnel Support. Also excluded are operational systems development and other (PEs) not in Program 6, but containing research and development resources."⁶ Most assignments are made according to this rule, the exception being selected Program 2 and 3 PEs that appear to be related to R&D management and support. Appendix E lists these PEs as such in the PE assignment to the expanded DPPC. Selected special operations forces PEs have also been assigned to DPPC QA; however, this may be due to the evolving construction of Program 11.

Inconsistencies can also occur in the way in which PEs are constructed over time. Evidence of this is largely anecdotal. However, representatives from each of the Services responsible for overseeing the DPPC/PE relationships within their Service have indicated that problems exist in maintaining consistent rules for defining similar PEs, and for determining the activities to be represented in the PE. In an effort to address this problem, the Army has developed rules for assigning functions to programs. These rules are included in Appendix B.

To reiterate, inconsistencies in the representation of data in the DPPC occur because of essential differences among the Services in the way in which they are represented in the PEs, differences in the ways in which PEs are constructed, and errors in assignment. The managers of the DPPC within OASD(FM&P) have control over only this last issue. No structure designed to use PEs as its basic data can completely avoid the problems produced by inconsistencies in the construction of PEs. Some compensation could be made through the use of factors to redistribute and balance resources among similar PEs to make them more comparable and to overcome differences in the way the Services are organized. However, this approach

⁶Manpower Requirements Report – FY 1990. Department of Defense. February 1989. p. C-5.

would be very difficult to implement and also very problematic in the construction and acceptance of any set of distribution factors.

ASD(FM&P) is in the position of trying to encourage the Services to be more consistent in constructing similar PEs, until such time as a major DoD-wide review of the content and consistency of PEs is undertaken.

CHAPTER 4

COMPARISON OF PROGRAM ELEMENT-BASED STRUCTURES

The DPPC is not the only structure designed for use with PEs. The Major Defense Programs (MDP) is the original structure, introduced in 1961, used to identify, organize, and group resources by PE. The coding of PEs is keyed to the MDP structure. More recently, the ASD [ASD(PA&E)] has created another structure for aggregating PEs, the Defense Mission Categories (DMC).

Each of these three structures represents a different approach for arraying PE-organized data.¹ As such, each incorporates a particular philosophy, which is reflected in its characteristics. These structures are briefly described and compared in this chapter, with further detail provided in Appendix C and Appendix D. In addition, the MDP and DMC are evaluated in terms of their potential utility as replacements for the DPPC. Alternative approaches for improving the DPPC are also addressed.

The only structures discussed in this section are those having the following characteristics:

- First, the structure must be capable of representing all the PEs.
- Second, it must use PEs exclusively as its basic component and must use only whole PEs, without attempting to go below the whole-PE level.²
- Third, the structure must be capable of representing the full set of DoD organizations. While several other structures that array resources exist, these structures either use multiple types of data or are too specialized,

¹The Defense Appropriations Budget Activities is another structure that uses PE-organized information. It has not been included in this comparison because it does not use and maintain a relationship with whole PEs, its categories are not directly comparable to the DPPC, and the representation of manpower in this structure is limited. The Operations and Maintenance (O&M) Appropriation Budget Activity is the only part of the structure relatable to the Major Defense Programs. A listing of the budget activities, by appropriation, is contained in Appendix B.

²All of these structures are designed to use unfragmented PE-organized data. Although some applications of these structures involve factoring and distributing PE resources among categories, these uses are only briefly described in this study. None of these applications has restricted the design of the structure so as to limit its consideration in this study.

having been tailored for use with Service-specific data or with specific Defense programs.

- Finally, the structure must bear sufficient similarity to the DPPC so as to be comparable to the DPPC. While other structures capable of representing resources are available, such as the Defense Appropriations structure, they do not have the capability to be used in lieu of the DPPC without dramatic changes in the way in which ASD(FM&P) needs are fulfilled.

The structures identified in this study and rejected for further consideration are discussed in Appendix B.

MAJOR STRUCTURAL CHARACTERISTICS

The DPPC, MDP, and DMC have in common certain general characteristics, largely because they all are designed to array PEs. Each of the three structures categorizes groups of PEs as directly related to particular operational missions or to various support functions. However, each accomplishes this in a different way, using different categories and including different groups of PEs.

Table 4-1 shows the summary level of detail for the DPPC, MDP, and DMC. The categories shown are those providing comparable levels of detail. As can be seen from these lists, different approaches for categorizing mission-related activities and support functions have been adopted, on the basis of the particular emphasis placed on identification of mission and support. The result is that the designation of a PE as relating to a mission or support differs among the structures. This designation is fundamentally arbitrary for many PEs, in that the definition of what is support is frequently in the eye of the beholder.

A major impact of this lack of universal definitions for mission-related activities and support functions is that the use of the terms mission and support can be misleading. None of the structures identified in this study apply absolute rigor and consistency in applying the labels or concepts of "mission" and "support". All of the structures, to varying amounts, interpret selected PEs that, by name, would be related to "support" functions. The result is a gray population of PEs that can by some definitions be considered mission related, and by others support related. The size of this group of PEs is unknown.

It is important to keep this in mind in discussing differences between the DPPC, MDP, and DMC in the categorization of mission and support, and the assignment of

TABLE 4-1
SUMMARY LEVEL CATEGORIES: DPPC, MDP, AND DMC

DPPC	MDP	DMC ^a
A. Strategic Forces	1. Strategic Forces	1. Major Force Missions
B. Tactical/Mobility Forces	2. General Purpose Forces	11. Strategic Forces
H. Communications and Intelligence	3. Intelligence and Communications	12. General Purpose Forces
J. Combat Installations	4. Airlift and Sealift	2. Defense-Wide Missions
K. Force Support Training	5. Guard and Reserve	21. Intelligence and Communications
L. Medical Support	6. Research and Development	22. General R&D
M. Joint Activities	7. Central Supply and Maintenance	23. Other Defense-Wide Missions
N. Central Logistics	8. Training, Medical, and Other General Personnel Activities	3. Defense-Wide Support
O. Service Management Headquarters	9. Administration and Associated Activities	31. Personnel Support
Q. R&D/Geophysical Activities	10. Support to Other Nations	32. Logistics Support
R. Training and Personnel	11. Special Operations Forces	33. Other Centralized Support
S. Support Activities		
T. Individuals		
Z. Miscellaneous		

Note: The most recent versions of the DPPC, MDP, and DMC were used in this study. The DPPC version is that used in the FY90 DMRR. The MDP is the version published in DoD 7045.7-H, *FYDP Program Structure*, Office of the Assistant Secretary of Defense (Comptroller), August 1988. The DMC structure discussed is that described in *Defense Mission Categories: With Program Element Assignments* (as of July 29, 1988) (Review Draft), Institute for Defense Analyses.

^a For the purpose of this study, these categories were considered comparable to the summary level categories of the DPPC and MDP.

PEs to these categories. While each structure identifies categories of support, not all of the manpower associated with the particular functions is *ever* actually captured within the category. Most often this is due to construction of large organizational unit PEs that encompass manpower associated with "support" functions but which is actually directly related to a mission. An example of this situation can be seen by

looking at several of the Army's PEs associated with combat support/combat service support (CS/CSS) functions.

- 0202314A, Tactical Support -- Other Units (Europe)
- 0202315A, Tactical Support -- Medical Units (Europe)
- 0202317A, Tactical Support -- Administrative Units (Europe)
- 0202618A, Tactical Support -- Logistics Units (FORSCOM)
- 0202619A, Tactical Support -- Administrative Units (FORSCOM).

Each of these PEs represents a type of support. Examination of the types of units attached to the PEs shows that they contain CS/CSS units only. Each of these PEs, however, has been determined to be related to missions, rather than support, in the DPPC, MDP, and DMC.

As this example shows, the concept of support, and what is meant by support functions and categories representing support, must always be recognized as not being comprehensive, including only selected portions of the manpower performing these functions. The degree to which the manpower performing support type functions is captured by support categories is driven by the goals of the structure in trying to represent these functions.

Each of the three structures shown in Table 4-1 has parts representing combat and operational mission forces and support forces. The major difference between the MDP and the other structures is the MDP use of a separate major category for Guard and Reserve Forces (Program 5). Both the DPPC and the DMC integrate Guard and Reserve Forces into the same categories used for the active forces. The three structures have little in common, besides the shared summary-level terminology of Strategic Forces, General Purpose Forces (or the Tactical/Mobility Forces adopted by the DPPC), Communications and Intelligence, and R&D, as shown in Table 4-1.

In order to understand the detailed relationships among the three structures, and within the various categories, it is first necessary to discuss the lower levels of detail available in the structures. Table 4-2 provides the layer of detail below the summary levels. It is at this level that the specific differences between the three structures become apparent. The following discussion addresses these particular

differences. Detailed listings of all levels of indenture for the DMC are included in Appendix C.

Table 4-3 summarizes the major characteristics of the three structures, noting the level of detail, the number of summary accounts and subaccounts at the lowest level of detail, and the structure's underlying objective. Selected information on the ownership and users of the three structures is also included.

These three structures have different underlying philosophies. As discussed in Chapter 2, the DPPC's objective is to array manpower for missions separately from manpower for certain support and overhead functions. The result has been a structure with many different support categories, and a few large mission categories, with a ratio of 2 to 1 support to mission accounts represented in the structure.³

The MDP's original objective was to display the force "output" produced by PPBS decisions in contrast to the resource "input"-oriented Defense Appropriations structure. The MDP was created to support the detailed PPBS-required analyses by arraying dollars, forces, and manpower resources according to the military areas they support. The MDP's structure has stayed largely unchanged since its creation in 1968. It is now composed of six combat force-oriented programs and five support-oriented programs.

The DMC is a new structure, recently created by ASD(PA&E), primarily for use with the Advanced Mission-Oriented Resource Display (AMORD). The DMC's emphasis is on dividing DoD resources in PEs into three major categories: Mission Force Missions, Defense-Wide Missions, and Defense-Wide Support. Several of the DMC's major applications involve factoring the latter two categories and distributing the associated resources to related mission forces. This emphasis has resulted in the DMC being more detailed in its categorization of mission forces than in its categorization of support functions, which are limited to those associated with Defense-Wide Missions and Defense-Wide Support.

The DMC departs from the DPPC and MDP in its consideration of the Intelligence and Communications area, by including it as a Defense-Wide Mission, in

³This ratio is based on the interpretation that the Strategic, Tactical/Mobility, and Communications and Intelligence categories, and their subcategories, are the only purely mission-oriented categories of the DPPC. All others represent some form of mission support or general support.

TABLE 4-2

STRUCTURE COMPARISON: SECOND LEVEL OF DETAIL

DPPC		MFP		DMC	
A	Strategic	1.	Strategic Forces	1	Major Force Missions
A0	Strategic Offensive Forces		Strategic Offensive	11	Strategic Forces
A1	Strategic Defensive Forces		Strategic Defensive	111	Strategic Offense
A2	Strategic Control and Surveillance Forces	2.	General Purpose Forces	112	Strategic Defense
B	Tactical/Mobility		Unified Commands	113	Strategic C3
BA	Land Forces		Forces (Army, USAF, USMC, Navy)	114	Industrial and Stock Fund Support
BAA	Division Forces		Operational System (Army, USAF, USMC, Navy)	12	General Purpose Forces
BAB	Theater Forces	3.	Intelligence and Communications	121	Land Forces
BB	Tactical Air Forces		General Intelligence and Crypto Activities	122	Tactical Air Forces
BC	Naval Forces		National Military Command System	123	Naval Forces
BCC	Warships and ASW Forces		Communications	124	Mobility Forces
BCD	Amphibious Forces		Special Activities	125	Special Operations Forces
BCE	Naval Support Forces	4.	Airlift and Sealift	126	General Purpose Support
BD	Mobility Forces		Airlift	2	Defense-Wide Missions
H	Communications and Intelligence		Sealift	21	Intelligence and Communications
HA	Centrally Managed Communications		Traffic Management and Water Terminals	211	Intelligence
HB	Intelligence		Special Operations and Combat Rescue	212	Communications
J	Combat Installations	5.	Guard and Reserve	22	General Research and Development
K	Force Support Training	6.	Research and Development	23	Other Defense-Wide Missions
L	Medical Support	7.	Central Supply and Maintenance	231	Geophysical Sciences
M	Joint Activities		Supply	232	Space Launch Support
MA	International Military Organizations		Maintenance and Service Activities - IF	233	Nuclear Weapons Support
MB	Unified Commands		Maintenance and Service Activities - NIF	234	International Support
MC	Federal Agency Support	8.	Training, Medical and Other General Personnel Activities	3	Defense-Wide Support
MD	Joint Staff		Personnel Procurement	31	Personnel Support
ME	OSD/Defense Agencies and Activities		Individual Training and Education	311	Personnel Acquisition
N	Central Logistics		Individual Training - Health Care	312	Training
NA	Supply Operations		Health Care Delivery	313	Medical
NB	Maintenance Operations		Personnel Activities	314	Individuals
NC	Logistics Support Operations	9.	Administration and Associated Acts	315	Federal Agency Support
O	Service Management Headquarters		HQ - General Support	316	Other Personnel Support
OA	Combat Commands		Other Support Activities	32	Logistics Support
OB	Support Commands	10.	Support to Other Nations	321	Supply Operations
Q	R&D/Geophysical Activities		Support of Allies	322	Maintenance Operations
QA	Research and Development		Military Assistance Program	323	Other Logistics Support
QB	Geophysical Activities	11.	Special Operations Forces	33	Other Centralized Support
R	Training and Personnel			331	Departmental Headquarters
RA	Personnel Support			332	Retired Pay
RB	Individual Training			333	Undistributed Adjustments
S	Support Activities				
SA	Support Installations				
SB	Centralized Support Activities				
T	Individuals				
TA	Transients				
TB	Patients, Prisoners, and Holders				
TC	Trainees and Students				
TD	Cadets				

Note: Summary categories are in Boldface.

TABLE 4-2

STRUCTURE COMPARISON: SECOND LEVEL OF DETAIL (Continued)

DPPC		MFP		DMC	
Z	Miscellaneous				
ZA	Retired Pay				
ZB	International Support Funds				
ZC	Undistributed				

Note: Summary categories are in Boldface.

TABLE 4-3

MAJOR CHARACTERISTICS OF DPPC, MDP, AND DMC

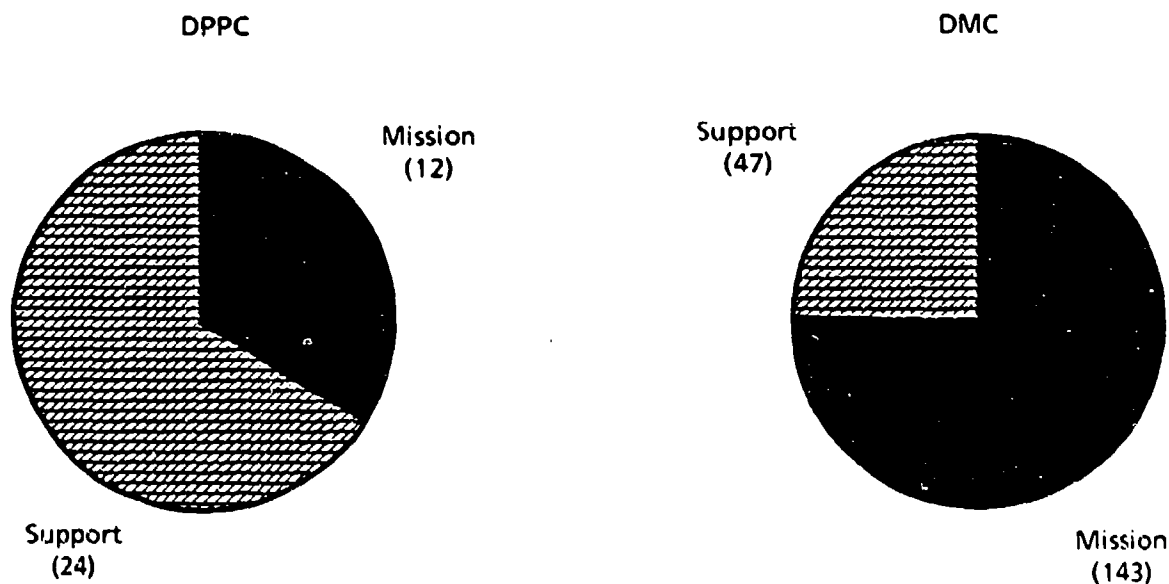
Characteristic	DPPC	MDP	DMC
Owner	ASD(FM&P)	DoD Comptroller	ASD(PA&E)
Users - Primary	ASD(FM&P), ASD(PA&E), Services	All DoD	ASD(PA&E)
- Secondary	USD(A), CRO		Joint Staff, other OSD organizations, Services
Level of detail	2 levels of detail ^a	3 levels of detail	5 levels of detail
Number of summary level accounts	14 summary categories	11 major defense programs	8 second-level categories ^b
Number of bottom-level subaccounts	38 subcategories ^c	94 third-level accounts	190 fifth-level categories
Objective	Highlight certain support and overhead functions separately from mission manpower	Array resources in terms of force "output"	Maximizes relationship between mission and support forces, divides PEs into 3 major areas, emphasizing mission forces

^a The Tactical/Mobility DPPC alone has a third level of detail

^b Comparable to summary levels in DPPC and MDP

^c Students and trainees (TC and TD) are calculated using RICs, and have no PEs assigned

association with Research and Development and other Defense-Wide Missions. Even with this perspective, the DMC still has a ratio between mission and support activities, at the fifth and lowest level of detail, of 3 to 1 — 143 of the 190 Level Five categories are in the Major Force Mission area. Figure 4-1 illustrates the relative emphasis placed on mission and support functions by the DPPC and the DMC structures, by comparing the total number of accounts available at the lowest level of detail provided by the structures in terms of those that are mission-oriented and those that relate to support functions. Because of the differences in the way they handle certain functions, particularly Intelligence and Communications, the structures do not categorize the same set of functions as mission and support. These totals represent the total number of mission and support accounts, as identified by each structure.



Note: Number of subaccounts in Mission and Support categories shown in ()

FIG. 4-1. COMPARISON OF DPPC AND DMC — LOWEST LEVEL MISSION AND SUPPORT ACCOUNTS

STRUCTURAL COMPARISON BY CATEGORY

Having examined the major characteristics of the three structures, it is next important to examine how they relate to each other in terms of their major

categories. Figure 4-2 graphically relates the three structures. The MDP is the bridge between the DPPC and the DMC because the PEs replicate the structure of the MDP. The shaded blocks indicate those categories of the DPPC and the DMC that contain PEs in the specific program of the MDP. Operational mission categories are in the columns closest to the central programs of the MDP, with support categories radiating toward the edges. These determinations are based on the structure originators' perspective of the closeness of the category's relationship to missions, as shown in the design of the structure.

As can be seen from this figure, the DPPC and the DMC represent the MDP in very different ways, consistent with their individual objectives. The DPPC splits out the various types of support required by the operational missions, while the DMC maximizes the assignment of support PEs to the related missions. The result is that the DPPC has more summary-level categories than either of the other two structures and also represents the programs in a more fragmented manner than is possible using the DMC. The details of these relationships are described below.

Relationship Between DPPC and MDP

The DPPC portion of Figure 4-2 illustrates the fragmentation that could be expected to result from emphasizing support functions, many of which the MDP incorporates in operational mission programs (Strategic Forces, General Purpose Forces, Intelligence and Communications, Airlift and Sealift, Guard and Reserve, and Special Operations Forces).

Although the DPPC no longer labels groups of categories as operational, mission support, or general support, this concept is found in the earliest versions of the manpower planning categories (as discussed in Chapter 2), and remnants of this approach can be seen in the current version, as discussed below.

Figure 4-2 shows several major characteristics of the DPPC. First, the DPPC defines many types of support (i.e., Force Support Training, Combat Installations, Medical Support, Joint Activities, Central Logistics, Service Management Headquarters, R&D/Geophysical Activities, Training and Personnel, and Support Activities.) This is a larger variety than can be identified by either the MDP or the DMC. These support subcategories can be identified in terms of those closely related to the operational mission programs and those involved across DoD by examining the the MDPs represented in the DPPC. Second, using the DPPC definitions confirms

Defense Planning and Programming Categories														Defense Mission Categories							
Miscellaneous	Individuals	Support Activities	Training & Personnel	R&D/Geophysical Activities	Service Management HQ	Central Logistics	Joint Activities	Medical Support	Force Support Training	Combat Installations	Communications & Intelligence	Tactical/Mobility Forces	Strategic Forces	Major Defense Programs							
														1. Strategic Forces							
														2. General Purpose Forces							
														3. Intelligence & Communications							
														4. Airlift & Sealift							
														5. Guard & Reserve							
														6. Research & Development							
														7. Central Supply & Maintenance							
														8. Training, Medical, & Other General Personnel Activities							
														9. Administration & Associated Activities							
														10. Support to Other Nations							
														11. Special Operations Forces							

FIG. 4-2. RELATIONSHIP OF MDP TO THE DPPC AND THE DMC

that the programs of the MDP are hybrid groupings of both mission and support activities, and that support functions are distributed throughout the 11 programs. (This does not mean, however, that the DPPC stratifies all support related-PEs, but rather that *more* PEs are attached to support categories in the DPPC than in the MDP.)

It is useful to examine the specifics of the relationship between the DPPC and the MDP. The DPPC mission-oriented categories – Strategic Forces, Tactical/Mobility Forces, and Communications and Intelligence – relate to analogous programs of the MDP, containing PEs from all of the operational mission programs (Programs 1, 2, 3, 4, 5, and 11), and from Program 6, Research and Development (R&D). The DPPC distributes Program 6 PEs among the end-use categories, with the assignment of a PE to either the operational categories or category Q – R&D/Geophysical Activities based on the presence of a funding commitment in the President's Budget.

Two DPPC categories pull out particular types of mission support associated with the operational missions: J – Combat Installations and K – Force Support Training. These two categories exemplify the DPPC strategy of focusing on particular kinds of specialized support. There are no analogous functions identified in the DMC due to differences in the assignment of PEs and the absence of comparable categories,

Combat Installations includes those base operations functions (Base Communications, Real Property Maintenance, Base Operations, and Visual Information Activities) in support of particular missions, e.g., the Air Force Strategic Air Command, or Army General Purpose Forces in Europe. This category is distinct from category SA – Support Installations, under Support Activities. The more centralized Support Activities, identifies support across all programs.

Force Support Training includes those PEs for Advanced Skill Training contained in Programs 1, 2, 3, 4, and 5. These PEs are for advanced weapon-system-specific training for active and reserve forces, and are distinct from the entry-level and skill training found in Programs 5 and 8 and captured by category RB – Individual Training.

In addition to Support Activities, other broad-based support-oriented DPPCs include M – Joint Activities, N – Central Logistics, and O – Service Management Headquarters, all of which relate to almost all of the MDPs. Joint Activities is a recently created category, responding to increased DoD interest in activities supporting organizations outside of the department, as well as those non-Service DoD organizations that draw their manpower from all of the Services, e.g., the Unified Command Staffs and the Joint Staff. Figure 4-3 provides additional detail on the

relationship between the MDP and these more diversified DPPC support categories by looking at the second level of detail in selected DPPCs.

Major Defense Program DPPC Support Category	Joint Activities					Central Logistics			Service Management HQ	Support Activities		
	Int Military Orgs	Unified Commands	Federal Agency Support	Joint Staff	OSD & Defense Agencies	Supply Ops	Maintenance Ops	Log Spt Ops	Combat Comds	Support Comds	Support Installations	Central Spt Aids
1. Strategic Forces												
2. General Purpose Forces												
3. Intelligence & Communications												
4. Airlift & Sealift												
5. Guard & Reserve												
6. Research & Development												
7. Central Supply & Maintenance												
8. Training, Medical, & Other General Personnel Activities												
9. Administration & Associated Activities												
10. Support to Other Nations												
11. Special Operations Forces												

FIG. 4-3. RELATIONSHIP OF DPPC SUPPORT CATEGORIES TO MDP

As shown in this figure, the subcategories in Joint Activities and Central Logistics are more specialized than those in Support Activities and Service Management Headquarters, resulting in most cases with each subaccount relating to a very limited number of programs of the MDP. Joint Activities: Unified Commands relates to all programs with operational forces. The diversified relationships of OSD and the Defense Agencies are illustrated by the variety of programs included in Joint Activities: OSD/Defense Agencies and Activities. As the functions become more general, the variety of programs included in the subcategories is larger, as seen with the Service Management Headquarters and Support Activities categories.

In a major departure from the MDP, the DPPC identifies a separate Individuals category including Transients; Patients, Prisoners, and Holders; Trainees and Students; and Cadets. The Individuals account represents those non-force structure manpower spaces required to keep force structure units manned at authorized levels. While both the DPPC and the DMC have Individuals categories, only the DPPC includes Trainees and Students in this account. The DMC incorporates this

manpower in the training categories, ignoring the problem of PEs containing both instructors and students. The DPPC addresses this; however, compensating calculations, using RICs, must be made in order to develop values for these categories. As noted in Chapter 3, because of inconsistencies between the Services in the representation of students in PEs, the manpower associated with trainees and students and cadets is calculated using the RICs attached to each PE. No PEs are assigned to the TC and TD DPPCs and there are no analogous subcategories in either the MDP or the DMC.

Relationship Between DMC and MDP

Figure 4-2 also illustrates the relationship between the DMC and the MDP showing that the 11 programs of the MDP are concentrated in eight major DMC categories. Five of these DMCs focus on the six combat-oriented MDP programs, while three DMCs are oriented toward support programs. Programs 5 and 6 – Guard and Reserve, and Research and Development – are distributed among almost all of the major DMC categories, as is the case with relationships found with the DPPC.

Representation of the MDP in the DMC structure is much less fragmented than in the DPPC, primarily because of the strong emphasis of the DMC on operational missions and a relative lack of emphasis on highlighting support functions. Of the 88 cells shown in the DMC portion of the chart, only two are associated with combat-oriented forces related to support functions. Program 2 – General Purpose Forces PEs are assigned by DMC to Logistics Support (DMC 32), and Other Centralized Support (DMC 33).

The result of this concentration in the DMC is that support-related summary categories of the DMC (Personnel Support, Logistics Support, Other Centralized Support) tend to be composed largely of PEs from the support-oriented programs of the MDP, and mission-oriented categories of the DMC – those found in Major Force Missions and Defense-Wide Missions – tend to contain PEs from the combat-oriented programs of the MDP. Overall, this mission orientation of the two structures creates a much closer relationship between the MDP and the DMC. The DMC supports the mission-oriented MDP by providing more discretely detailed groups of mission-oriented categories.

QUANTITATIVE COMPARISON OF STRUCTURES

Comparison of these structures should include not only analysis of their structural characteristics but also consideration of the quantitative implications of using different approaches to array manpower.

This part of the analysis quantifies the results of arraying the same set of PEs using the DPPC and the DMC. The purpose of this comparison is to show the way in which the same set of data would be arrayed, given the two different approaches: functionally oriented and mission oriented. No attempt has been made to replicate actual PE manpower data. Instead, surrogate data have been used to ensure consistency in the comparison and to allow the comparison to be unclassified. Actual manpower data shows different proportions in each category/structure but not different relationships. Actual data are provided in Appendix C which is classified.

Before addressing the quantitative impacts of arraying manpower by the structures, it is useful to provide some orientation regarding the way in which the MDP, DPPC, and DMC divide the set of program elements. Figures 4-4, 4-5, and 4-6 illustrate the distribution of PEs among the three structures.

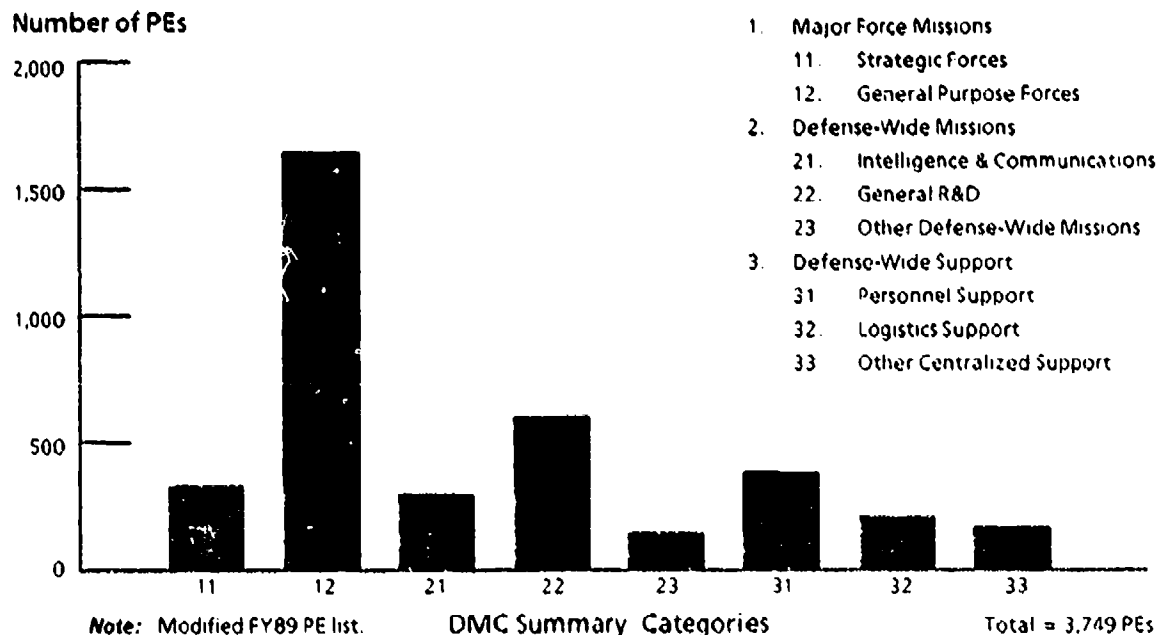


FIG. 4-4. PE DISTRIBUTION BY DMC

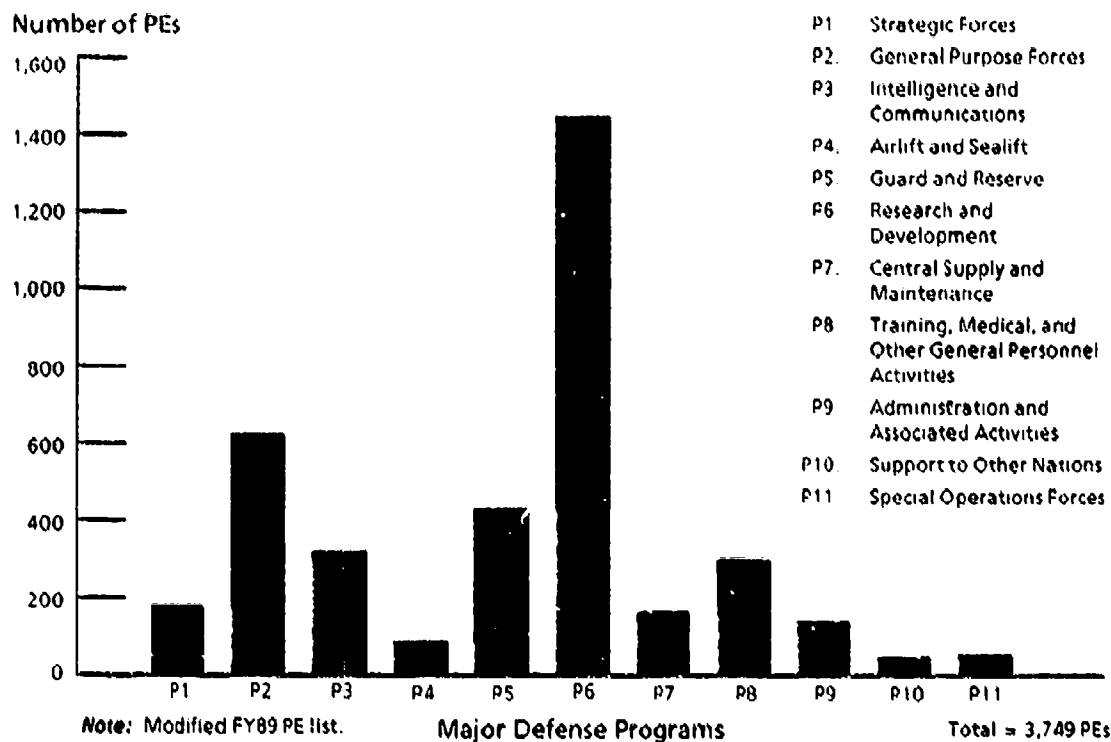


FIG. 4-5. PE DISTRIBUTION BY MDP

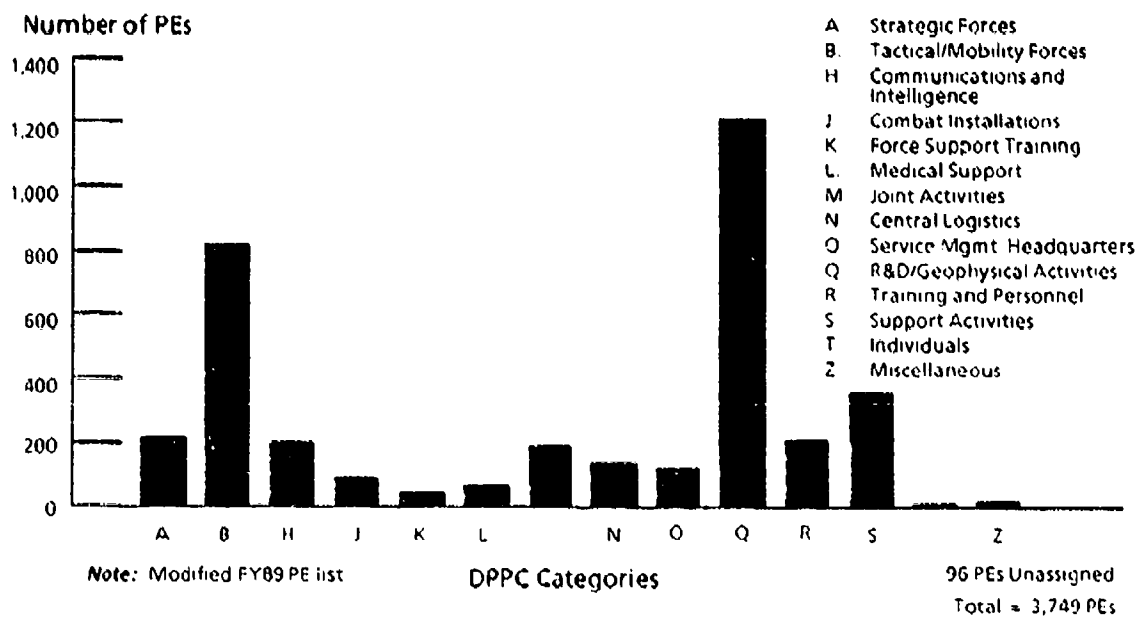


FIG. 4-6. PE DISTRIBUTION BY DPPC

There are 3,749 current and historical PEs. Both the MDP and the DMC assign all 3,749 PEs to categories at the lowest level of indenture. The current version of the DPPC does not, assigning all but 96 of the PEs. The DPPC fails to assign all of the PEs generally for one of two reasons: either the PE does not have resources identified with it, having been recently created, or it does not have significant manpower attached to it, in which case the effort has not been made to assign it to a DPPC. (This does not mean that PEs without manpower are never assigned to a DPPC, but rather that it is not unheard of for there to be a few unassigned straggler PEs). LMI has used the assignments made by the respective structure managers in the analyses discussed in this chapter.

Not every PE has manpower authorizations attached to it, and those that do have manpower do not necessarily all have significant quantities. However, the distribution of PEs among the various structures does show the potential for each structure regarding the arraying of resources. Figures 4-4, 4-5, and 4-6 indicate several key points regarding the way in which the three structures collect PEs.

The DMC (Figure 4-4) with fewer summary-level categories than either the MDP (Figure 4-5) or the DPPC (Figure 4-6), accounts for larger numbers of PEs in each category than do the other structures. This concentration of categories is due to the assignment of more PEs to missions than in the other structures, the distribution of guard and reserve forces to their applications, and the use of more generalized support categories, such as Logistic Support and Other Centralized Support.

The DPPC, having the largest number of *summary* categories (as opposed to detailed categories) over which to distribute the PEs still has several categories accounting for comparatively small numbers of PEs. In addition, many of the PEs in the DPPC support categories are assigned to the Major Force Mission categories of the DMC.

Looking at the three figures in more detail shows that the DMC has many more PEs assigned to its two Major Force Missions (Strategic and General Purpose Forces) than the other two structures. The MDP has the smallest number of PEs in the Strategic category (175); the DMC has the largest, with almost twice the number of PEs (327); and the DPPC falls between the two (210).

Differences among the General Purpose Forces categories are more dramatic. The DMC accounts for twice as many PEs (1,641) as the DPPC (815), in the

comparable Tactical/Mobility Forces category. The comparable MDP program has the smallest number of PEs (620). This is somewhat misleading, however, because of differences between the structures in the definitions of the General Purpose Forces and Tactical/Mobility Forces categories. The DMC and the DPPC include in the comparable categories not only Program 2 PEs but also PEs from Program 4 – Airlift and Sealift, Program 5 – Guard and Reserve, and Program 11 – Special Operations Forces.

The other notable difference among the three structures involves representation of R&D PEs. Program 6 in the MDP contains 1,445 PEs. The DMC distributes over one-half (601) of these PEs to operational missions or, less frequently, support activities, with the remainder assigned to the general R&D category. The DPPC is much more restrictive in distributing R&D PEs, according to the rule that R&D PEs are assigned to a mission if procurement is planned in the current budget. Because of this rule, most of these PEs (1,206) are assigned to the DPPC R&D category – QA. Program 6 PEs, however, do not tend to account for large amounts of manpower and in fact, account for the single largest group of PEs not given DPPCs, as shown in Appendix C.

More detailed analyses of the differences in the way in which the structures array manpower are provided in the following discussions of the 100 Test.

Description of 100 Test

LMI conducted a detailed comparison of the DMC and DPPC by looking at the PE assignments to the subcategories. For this analysis, a subset of only active PEs versus historical PEs were used. A neutral value of 100 has been given to each PE as a surrogate for actual total manpower which could be attached to each PE. The use of surrogate values has been necessary in order to make the discussion unclassified. A classified comparison using actual manpower data is included in Appendix C. LMI recognizes the use of a single value for each PE is misleading, in that, the actual manpower associated with PEs varies widely. The neutral value of 100 has been used for illustrative purposes only. Refer to Appendix C for a more realistic depiction of the distribution of manpower by DMC and DPPC.

In this comparison, a set of 2,707 PEs have been used to calculate values for each of the detailed subcategories of the DPPC and the DMC discussed so far. This set of PEs represents only active PEs, as of FY89. It also includes only those PEs

assigned to categories in both the DPPC and DMC. Ninety-six of the PEs in use as of July 1988 (the baseline date for this analysis) were not dual coded for both structures and have not been included in this comparison.⁴ No attempt has been made to (1) include only those PEs that actually do have manpower rather than just dollars associated with them and (2) replicate the kind of manpower the PE would normally have (i.e., active, reserve, national guard, or civilian). The only purpose of this test is to demonstrate how the structures array the same set of data.

Results of 100 Test

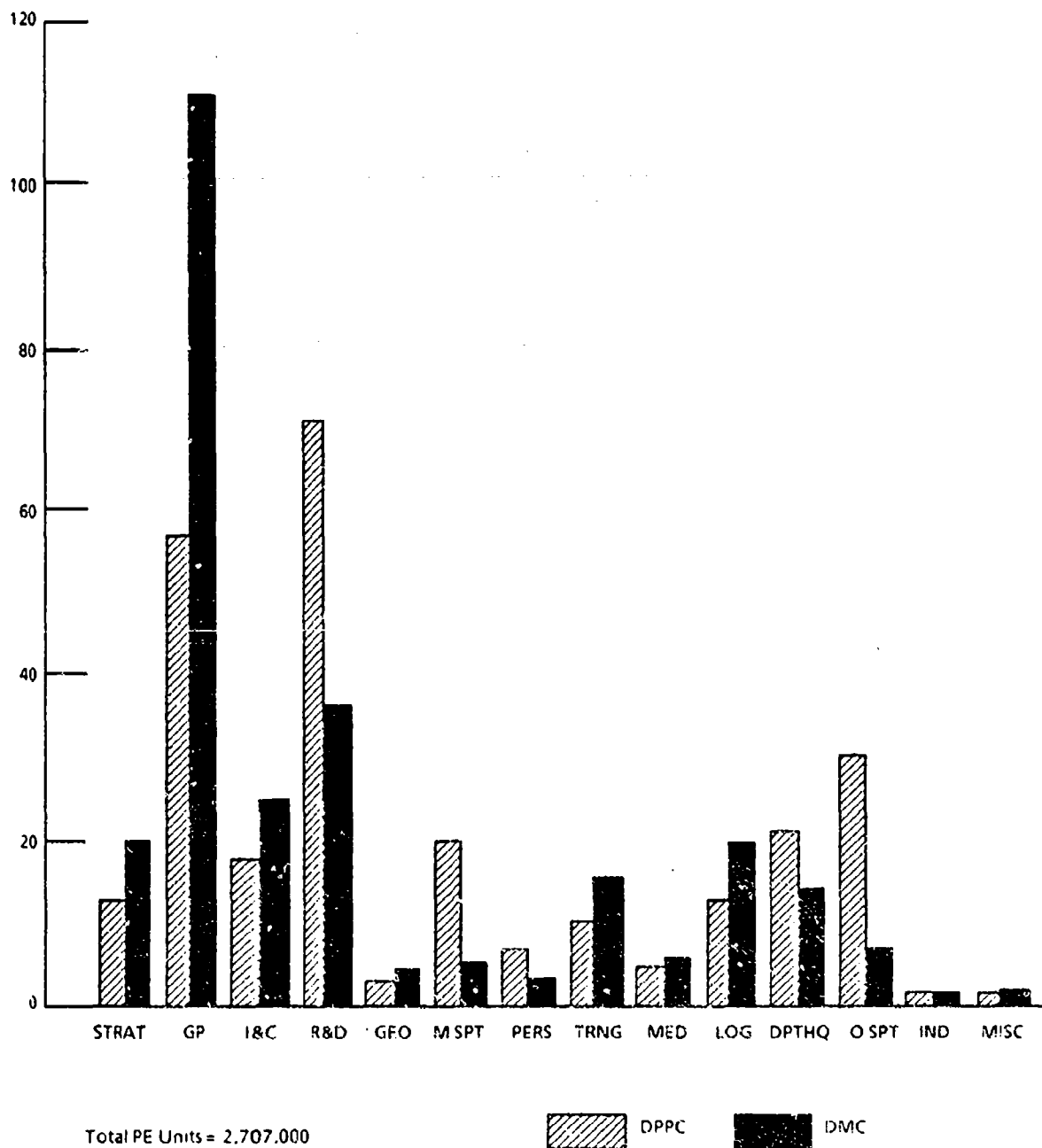
The following set of figures illustrates the results of the LMI 100 Test. Each figure matches DPPC categories with analogous DMC categories. In some cases there are no analogs, as in the DPPC mission-support-related categories of Combat Installations, Force Support Training, and Service Management Headquarters: Combat Commands. The lowest level of indenture for the DPPC is provided and compared to the Level 3 subcategories of the DMC, the level of detail in the DMC that most closely relates to the DPPC lowest level.

The major mission and support functions for the DPPC and the DMC are compared in Figure 4-7. For the purpose of this comparison, LMI identified 14 areas common to both structures:

- Strategic Forces
- General Purpose Forces
- Intelligence and Communications
- Research and Development
- Geophysical Activities
- Mission Support
- Personnel
- Training
- Medical
- Logistics

⁴The categories used in this analysis are those listed in Table 5-3. The list of PEs without dual codes for both the DPPC and the DMC is in Appendix C.

Manpower in thousands



Notes: Modified FY89 PE list

GP - General Purpose and Tactical/Mobility, M SPT - Mission Support, O SPT - Other Personnel Support and Support Activities, DPTHQ - Departmental Headquarters and Joint Activities.

FIG. 4-7. STRUCTURE COMPARISON: MAJOR AREAS DMC AND DPPC 100 TEST

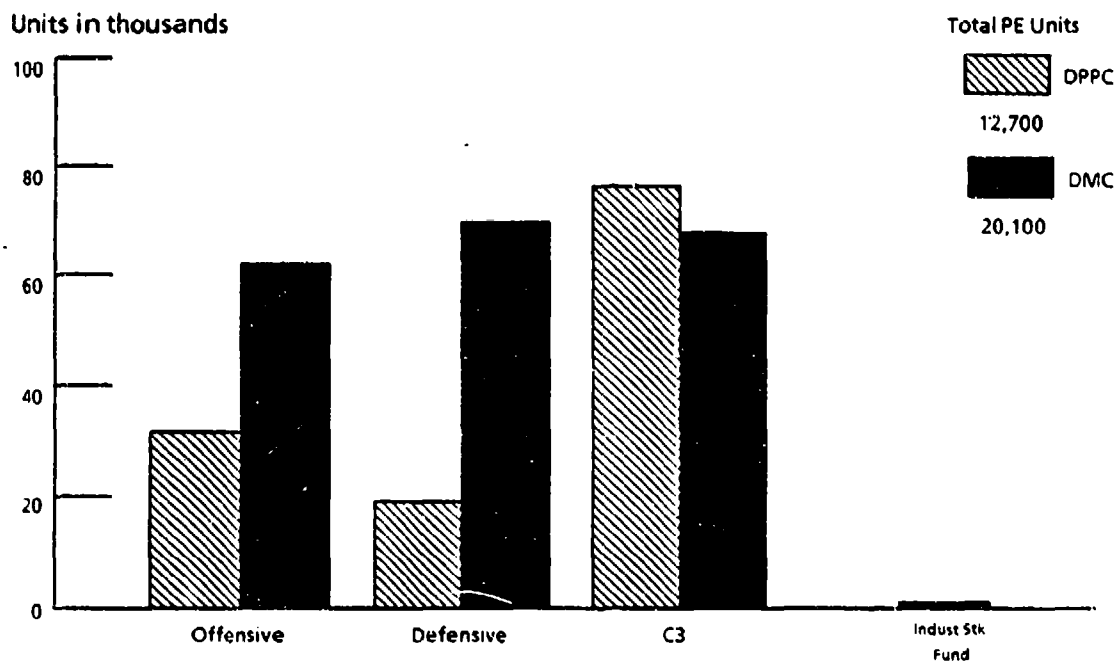
- Departmental Headquarters
- Other Support
- Individuals
- Miscellaneous.

As would be expected, the DMC emphasis on relating resources to missions results in the mission-oriented categories of Strategic Forces, General Purpose⁵ Forces, and Intelligence and Communications having higher surrogate values than their DPPC analogs. The Research and Development DPPC contains more units than the analogous DMC for the same reason, assignment of PEs to user missions. It is for this reason that the categories of the DPPC associated with the support-oriented areas (Mission Support, Departmental Headquarters, and Other Support) contain noticeably larger numbers of PEs than do the analogous categories of the DMC.

The subcategories associated with the 14 major areas are matched in the following charts. Figure 4-8 compares the Strategic Forces subcategories and shows that for the 2,707 PEs the four DMC categories account for over 63 percent more units than do the three comparable DPPC categories. Strategic Control and Surveillance Forces, in the Strategic C³ category, is the the only DPPC with more manpower assigned than its DMC analog, because it includes PEs that the DMC assigns to the Strategic Defense (112), Intelligence (211), and Communications (212) categories. The one PE in the industrial stock fund DMC category is the only one of four PEs that is dual coded with a DPPC category.

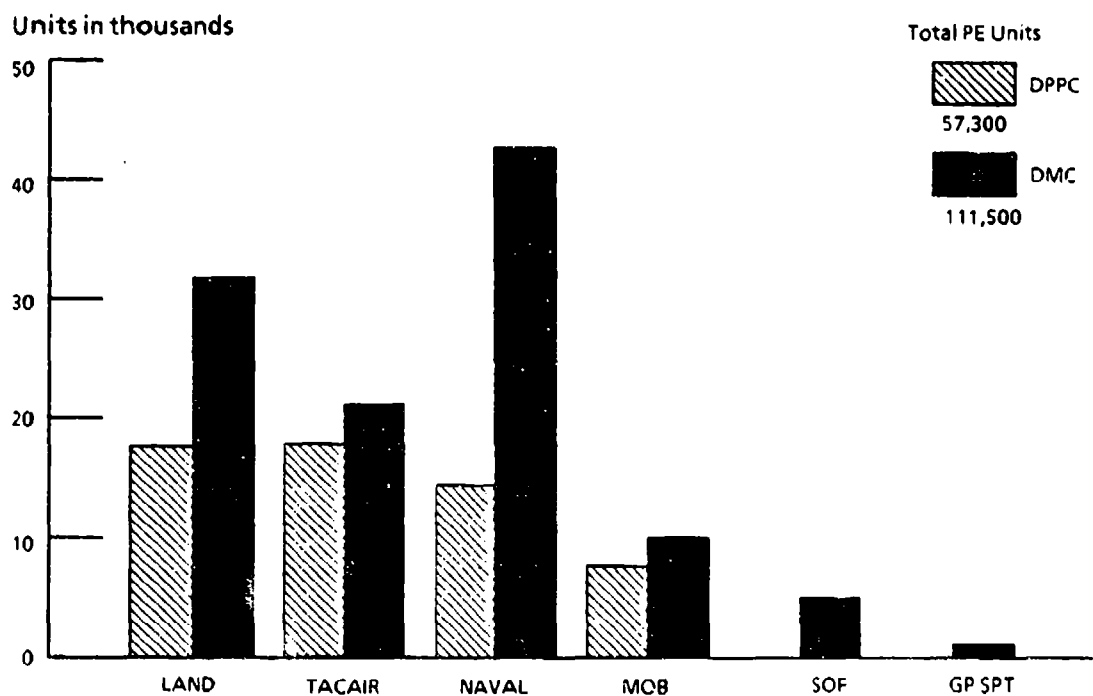
Figure 4-9 shows a similar pattern of both (1) more categories of general purpose forces in the DMC than in the DPPC and (2) almost twice as many units accounted for by the six combined DMC categories as in the Tactical/Mobility DPPC subcategories. Among the DMC categories, the Special Operations Forces are separately grouped, unlike the DPPC, which distributes them by Division and Theater Forces, Tactical Air Forces, Unified Commands, Research and Development, and Individual Training. Twenty-four of the PEs not included in this test because they have no DPPC assigned are in Program 11, Special Operations Forces. These PEs did not have resources assigned to them at the time this analysis was completed and, therefore, did not have a DPPC.

⁵ In the following discussion, the surrogate values are referred to as "units."



Note: Modified FY89 PE list.

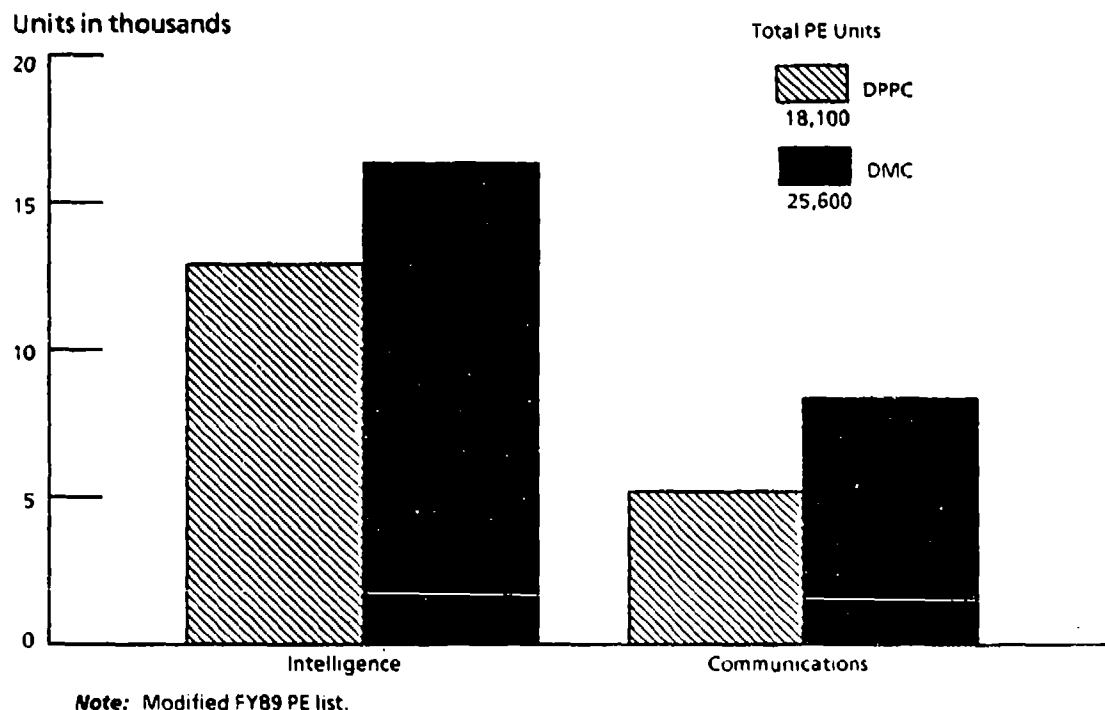
FIG. 4-8. STRUCTURE COMPARISON: STRATEGIC FORCES DMC AND DPPC 100 TEST



Note: Modified FY89 PE list.

FIG. 4-9. STRUCTURE COMPARISON: GENERAL PURPOSE AND TACTICAL/MOBILITY DMC AND DPPC 100 TEST

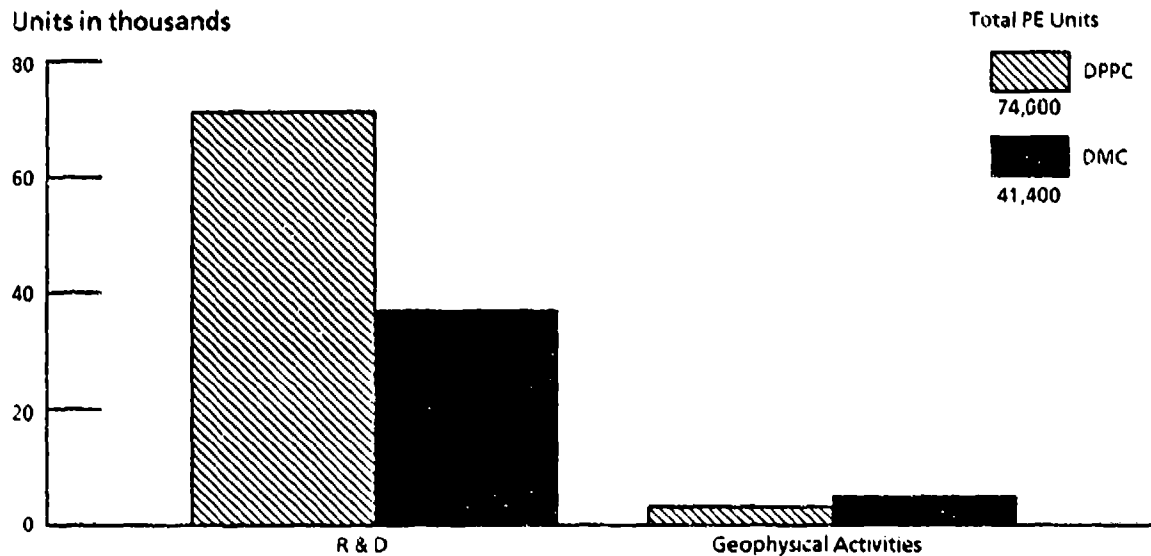
In Figure 4-10, the pattern of DMC emphasis on consolidation of related PEs in mission-oriented categories continues, with both Intelligence and Communications including PEs that the DPPC represents in support categories.



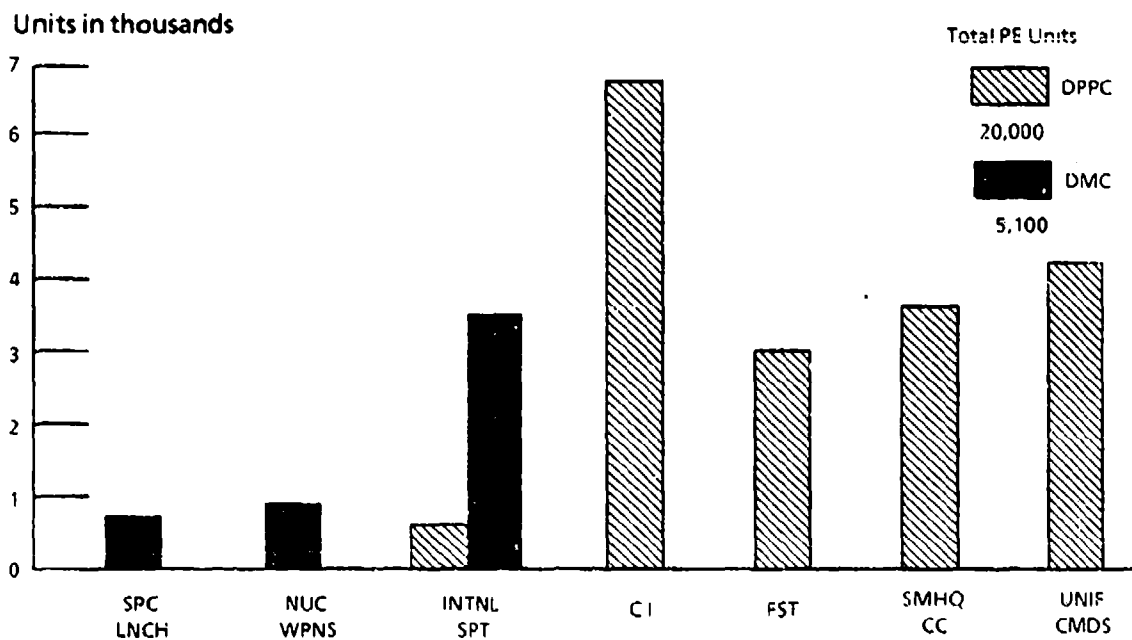
**FIG. 4-10. STRUCTURE COMPARISON: INTELLIGENCE AND COMMUNICATIONS
DMC AND DPPC 100 TEST**

Figure 4-11 illustrates the effect of applying the different rules used in assigning PEs in the DPPC and the DMC. As noted earlier, the DMC assigns more R&D PEs to specific mission applications than does the DPPC. As a result, the DPPC has twice as many PEs attached to the Research and Development category as the DMC does. This is potentially misleading, however, in that the majority of the Program 6 PEs have little or no manpower actually assigned; resources are usually dollars only. Of the 96 PEs not included in the 100 Test, almost half (44 PEs) are Program 6 PEs with little or no manpower. The classified analysis in Appendix C demonstrates the result of applying actual manpower in these categories.

Figure 4-12 highlights the major difference between the DPPC and the DMC: the emphasis on support activities. With the exception of International Support, there are no analogs between DMC categories and the DPPC categories. Each



**FIG. 4-11. STRUCTURE COMPARISON: R&D AND GEOPHYSICAL ACTIVITIES
DMC AND DPPC 100 TEST**



Notes: Modified FY89 PE list.

CI - Combat Installations
 FST - Force Support Training
 SMHQ CC - Service Management Headquarters Combat Commands
 SPC LNCH - Space Launch Support

FIG. 4-12. STRUCTURE COMPARISON: MISSION SUPPORT DMC AND DPPC 100 TEST

structure emphasizes particular – and different – aspects of support provided to operational missions. The Combat Installations DPPC category stands out in this grouping as an example of a type of mission support highlighted by the DPPC but distributed by the DMC. Force Support Training, Service Management Headquarters: Combat Commands, and Joint Activities: Unified Commands are all categories of mission-oriented support that the DMC categories link with the mission the PEs directly support.

Figure 4-13 also shows the impact of the DPPC's greater emphasis on splitting support functions from missions. The DMC Training category includes PEs that the DPPC assigns to Support Installations, R&D, and Force Support Training. The difference between the DMC category for Personnel Acquisition and the DPPC category for Personnel Support is also due to the differences in definition. The DPPC includes PEs that the DMC assigns to a variety of major force missions and defense-wide missions.

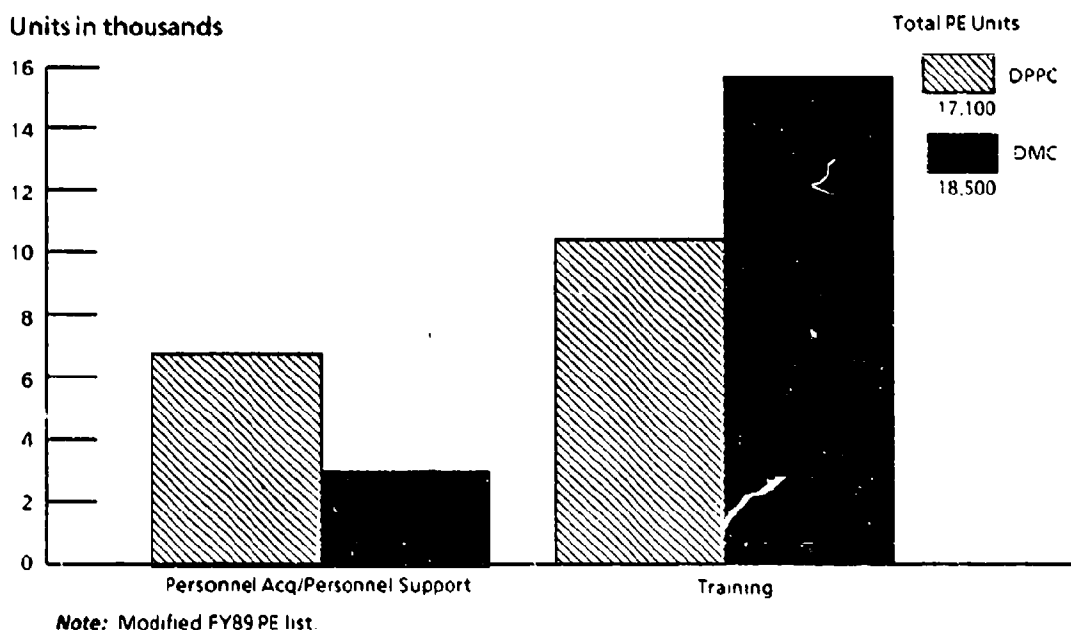
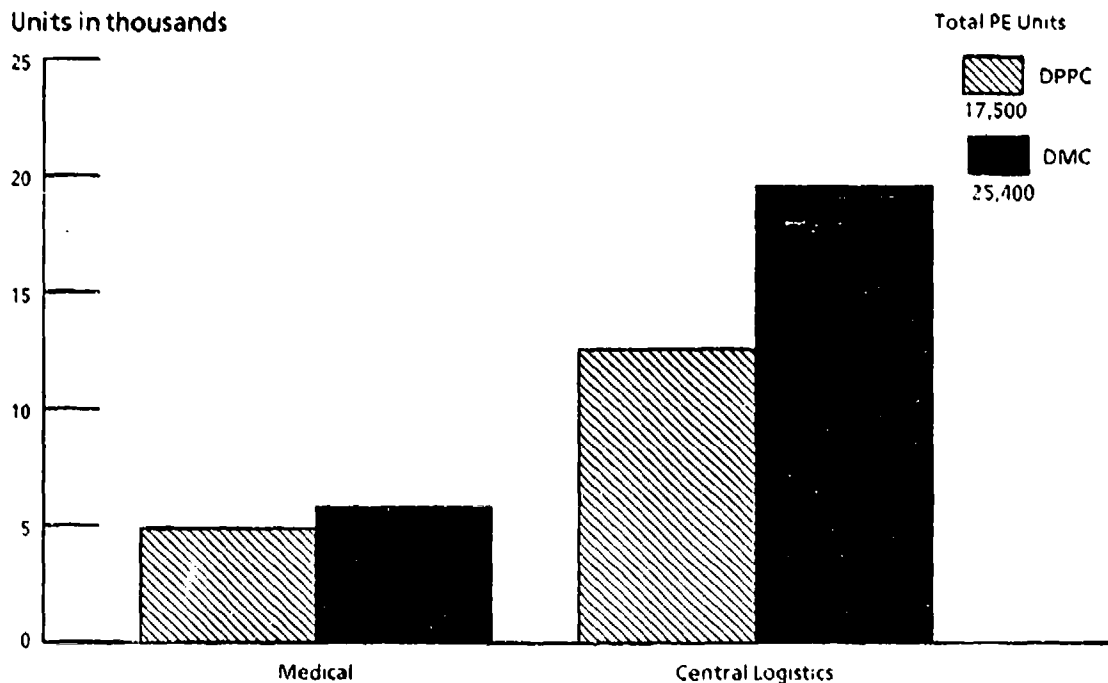


FIG. 4-13. STRUCTURE COMPARISON: PERSONNEL AND TRAINING DMC AND DPPC 100 TEST

Similar cross assignments of PEs between DPPC and DMC categories are found in the Central Logistics support categories, shown in Figure 4-13. Both the DMC Logistics Support category (32) and the DPPC Central Logistics category have the

same three subcategories: Supply Operations, Maintenance Operations, and Logistics Support Operations. However, as has been found throughout this comparison — analogous categories do not include the same set of PEs. The difference is due to the assignment of PEs in the DPPC to categories not separately identified in the DMC, specifically Support Installations (SA) and Central Support Activities (SB).

Comparison of the Medical categories, also shown in Figure 4-14, demonstrates that despite the differences between the underlying rationale for assigning PEs to the DMC and the DPPC, there are some cases in which the function is more clearly able to be described. In this case there is very little difference in the group of PEs assigned to the DMC Medical category (58 PEs) and the DPPC Medical category (49 PEs).



Note: Modified FY89 PE list.

FIG. 4-14. STRUCTURE COMPARISON: MEDICAL AND LOGISTICS DMC AND DPPC 100 TEST

The comparison of Departmental Headquarters functions, shown in Figure 4-15, reiterates the impact of differences in the construction of the DPPC and the DMC. Agency Support is the only type of headquarters support common to both

structures. The DMC for Departmental Headquarters includes PEs which are found in a wide variety of DPPC support categories, including:

- BA – Tactical Mobility: Land Forces
- BB – Tactical/Mobility: Tactical Air Forces
- J – Combat Installations
- OB – Service Management Headquarters: Support Commands
- MC – Joint Activities: Federal Agency Support
- MD – Joint Activities: Joint Staff
- ME – Joint Activities: OSD/Defense Agencies & Activities
- RA – Training & Personnel: Personnel Support
- SA – Support Activities: Support Installations
- SB – Support Activities: Centralized Support Activities
- ZB – Miscellaneous: International Support Funds
- ZC – Miscellaneous: Undistributed.

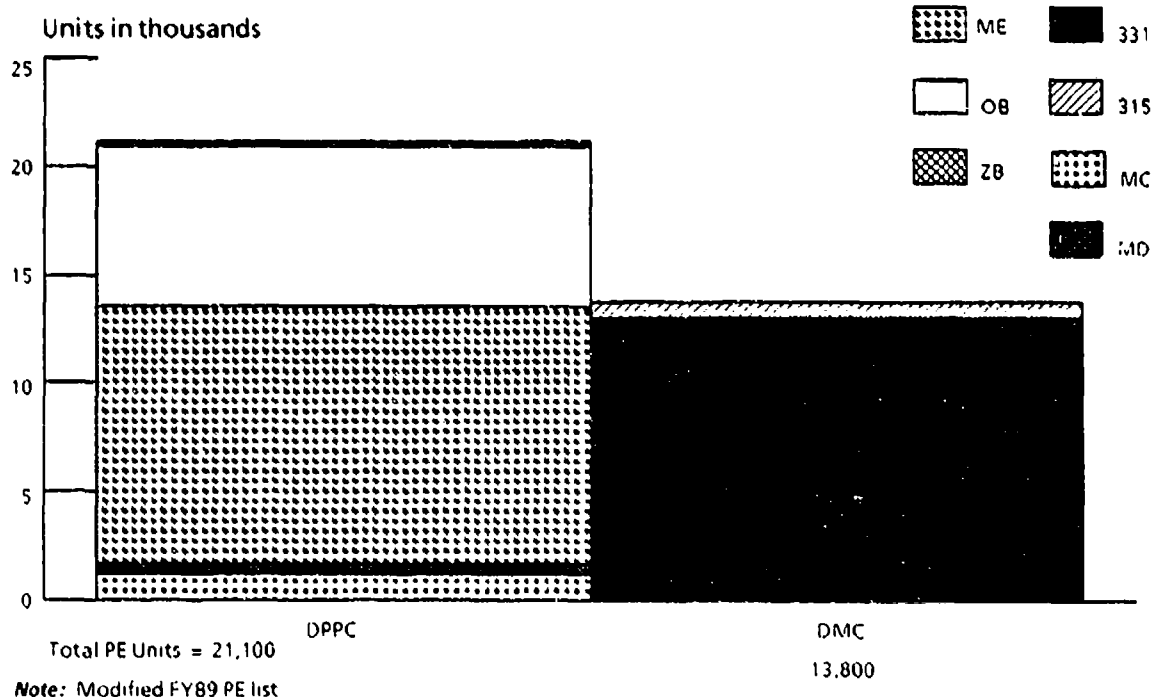


FIG. 4-15. STRUCTURE COMPARISON: DEPARTMENTAL HEADQUARTERS
DMC AND DPPC 100 TEST

The DPPC and DMC categories related to Departmental Headquarters support include a diversified set of PEs from a variety of MDPs. Similar categories in the two structures include not only the same PEs, but also PEs not included by the other structure. In order to compare the structures meaningfully, we have grouped the five DPPCs most closely associated with the DMC categories for Departmental Headquarters and Federal Agency Support. The resulting combination of DPPC categories is 35 percent larger than for the DMC categories, reflecting the familiar DPPC orientation toward highlighting support aspects that the DMC tends to relate to missions.

Figure 4-16 is the final comparison between DPPC and DMC categories. This chart shows odds and ends categories – the remaining support activities, the Individuals and the Miscellaneous categories (including the Force Structure Deviation). As before, not all of these categories present clear analogs between the two structures. The DMC Other Personnel Support category includes PEs that the DPPC assigns to both Personnel Support (RA) and Support Installations (SA). The DPPC Support Installations category includes PEs that the DMC assigns not only to Other Personnel Support but also to a variety of Major Force Mission and Defense-Wide Mission categories. The more restrictive definitions of the Individuals and Forces Structure Deviation categories result in identical PE assignments, with the only difference being the inclusion of retired pay in the DPPC Miscellaneous category.

This discussion has addressed how the three major PE-based structures differ in character and in the way in which they array and handle PEs. This way of relating the DPPC to the MDP and the DMC, however, gives no indication as to whether any of these structures are "good" for the needs of the ASD(FM&P). That issue is addressed in Chapter 5.

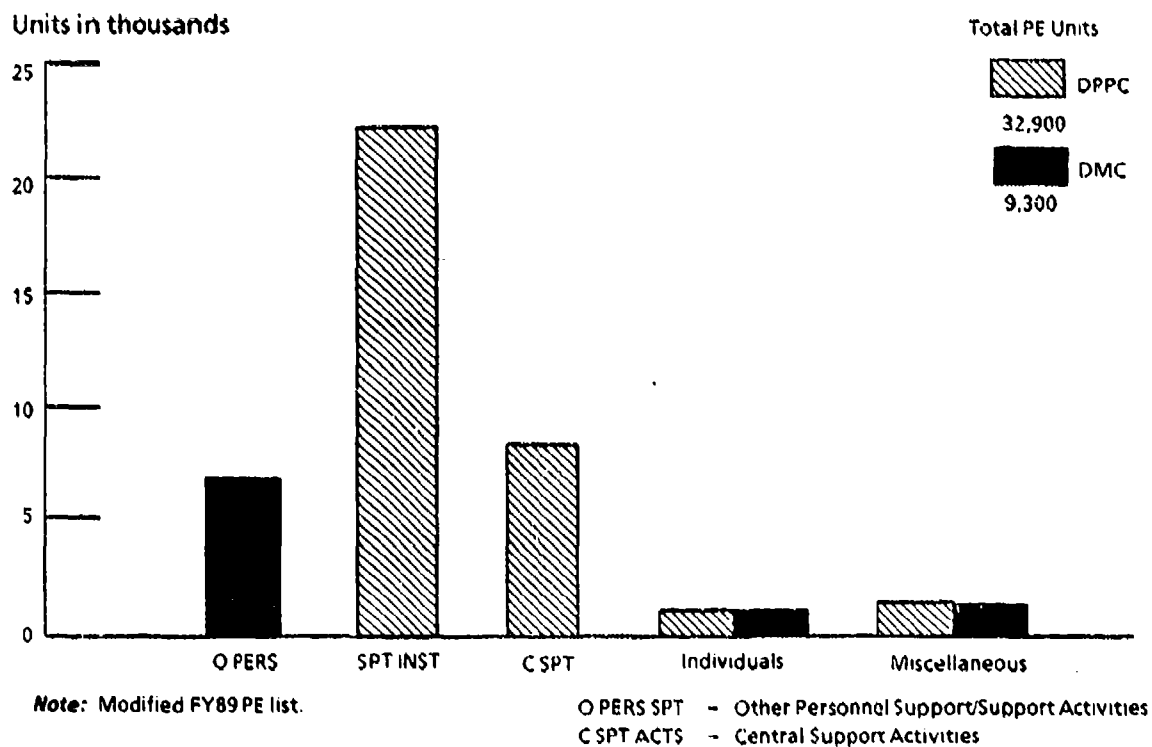


FIG. 4-16. STRUCTURE COMPARISON: SUPPORT ACTIVITIES, INDIVIDUALS AND MISCELLANEOUS DMC AND DPMC 100 TEST

CHAPTER 5

EVALUATION OF STRUCTURES

This chapter forms the core of the report, addressing as it does the central issue of the choices confronting ASD(FM&P) regarding the future of the DPPC. At issue is whether the DPPC has a place in the set of tools available to ASD(FM&P) for performing his oversight responsibilities.

Three courses of action are open regarding the DPPC:

- Keep it essentially the way it is, and use it in its current applications
- Modify it to expand its utility
- Replace it with another structure.

Regardless of the approach adopted, ASD(FM&P) should consider the DPPC as one of several specialized tools available for PE-based analyses and no longer as the only alternative to PEs.

Previous chapters have shown that the the DPPC is capable of being changed to reflect changing DoD interests. The structure is not so inflexible or detailed that changes are difficult. Leaving the structure basically unchanged while improving the management procedures will allow the use of the structure to continue in its current applications, with improved comfort and understanding on the part of the users, and potentially more interest on the part of the user community in exploring applications of the structure. This course of action will not improve the DPPC's overall capability, however.

To determine whether the DPPC should be modified or replaced in order for the ASD(FM&P) to have improved oversight capability, it is necessary to first examine ASD(FM&P) needs and responsibilities. The next section addresses this point. Following this discussion, the relative capabilities of the structures for supporting these needs are considered.

OVERVIEW OF ASD(FM&P) OVERSIGHT INTERESTS

The utility of the DPPC as a tool to support ASD(FM&P) oversight responsibilities is determined by the issues and questions of concern to the organization. LMI used a three-pronged approach for identifying those oversight analyses that could involve the use of PE-based structures (DPPC, DMC, or MDP). This effort has focused on reviewing the issues and questions that ASD(FM&P) has been asked to address, as described by the following:

- DoDD 5124.2, *Assistant Secretary of Defense (Force Management and Personnel)*, 5 July 1985, the charter for the organization
- Congressionally mandated studies between 1985 and 1989
- Interviews with representatives from OASD(FM&P) organizations.

The result of this research, a list of general topics of interest to the ASD(FM&P) was developed. This list reflects not only the chartered responsibilities of the office, but also the nature of the congressionally requested analyses, special analyses conducted by ASD(FM&P) and reported in the DMRR, and discussions with various representatives of the organization.

On the basis of the type of data used in the particular analysis, LMI determined which analyses could involve the arraying of data according to DPPC categories. In many cases, such as analyses of functionally or occupationally specific manpower, the particular subject may change, but the type of data used would not. Analyses of personnel in medical-related occupations and analyses of personnel in aviation-related occupations would both use occupation- and pay-grade-specific data; only the set of Service occupation designators would change. Table 5-1 lists the major topical areas of interest to ASD(FM&P) as identified by LMI and the general kinds of data used for these analyses.

As can be seen from this table, of the 25 topic areas identified, only ten could involve the application of PE-based or PE-organized data.¹ It is only these analyses

¹PE-based data refers to fiscal data produced in the FYDP or POM. PE-organized data may be PE-based data as well as other Service data to which PEs have been attached.

TABLE 5-1

ASD(FM&P) INFORMATION NEEDS

FM&P interest	Information type
<ul style="list-style-type: none"> • Budget Execution and Review • Program Planning • Cost of Manpower <ul style="list-style-type: none"> — Compensation — Personnel Support • Type and Mix of Manpower <ul style="list-style-type: none"> — Components (active, reserve) and Civilian — Services — Officers and Enlisted • Resource Distribution Among Missions and Support Functions — Combat-to-Support Ratio • Resources for Specific Missions (using alternative definitions/structures) • Analysis of Specific Functions/Activities (bands, medical functions, communications, HQs) • Analysis of FM&P Functions (training, MWR, family support, equal opportunity dependent education, personnel acquisition, etc.) • Relationships Between Manpower Types and Missions • Geographical Assignment Distribution • Productivity Analysis • Manpower Readiness • Personnel Analysis (occupation, pay grade, length of service, inventory analysis, demographic analysis, recruit quality) • Impacts on Manpower, Personnel, and Training Needs of: <ul style="list-style-type: none"> — Doctrinal Changes — Emerging Technologies — DoD Structure • Peacetime vs. Wartime Manpower, Personnel, and Training Needs • Weapon System Manpower, Personnel, and Training Needs • Manpower, Personnel, and Training R&D 	<ul style="list-style-type: none"> • PE-based data • PE-based data • Appropriation data on pay, bonuses and allowances, and Defense family housing • PE-based data on individual training, BOS • PE-based data • PE-based data • Authorizations data • PE-based data • PE-based data • Unit and occupation-specific data PE codes, DPPC/PE assignments organized • Subject-matter-specific data, potentially arrayed by PE for fiscal analyses • PE-organized data • Unit-level data • Service management information, staffing data, performance measurement analysis • PE-based data • Service personnel master files • Service billet data and doctrine • Technology-specific analyses • Organization-specific analyses • WARMATS • Service estimates of operators and maintainers, by occupation • Special analyses

that could involve the application of any of the three structures studied. The nine topic areas are summarized as follows:

- *Budget Execution and Review.* Analyses of the Services' effectiveness in developing and executing budgets, by review and analysis of the budgeted, authorized, and actual Service end strengths. Uses PE-based data. Attempts made to array by DPPC for historical analysis.
- *Program Planning.* Estimates of out year and long-range resource needs. Uses PE-based data, arrayed by DMC.
- *Personnel Support Costs.* Includes Individual Training, Base Operating Support, Medical Support, and other Personnel Support cost, such as Dependent Education. Uses PE-based data in lieu of Appropriations data because of level of exposure of specific categories.
- *Type and Mix of Manpower by Component.* Distribution of DoD manpower between the military (active and reserve components) and civilian. Can use PE-organized data in conjunction with Service authorization data.
- *Type and Mix of Manpower by Service.* Distribution of DoD manpower (military and civilian) among Services. Uses PE-based data.
- *Resource Distribution Among Missions and Support Functions. Combat-to-Support Ratio.* Can be calculated using a variety of PE-based approaches from the very detailed skills-oriented analysis to the broadly defined categories of the Major Defense Programs. The FY73 DMRR identified the following ways of evaluating Combat-to-Support relationships (these also apply to the larger issue of the distribution of resources among missions and support functions):²
 - ▶ *Combat skills vs. noncombat skills,* where combat skilled manpower are identified as those whose primary duty is to fire at the enemy.
 - ▶ *Intermediate combat units vs. noncombat units,* where combat units are those at the battalion, squadron, or ship level whose primary mission is to fire at the enemy.
 - ▶ *Major mission and support categories,* such as those shown in the Defense Planning and Programming Categories, the Defense Mission Categories, and the Major Defense Programs.
 - ▶ *Modified mission and support categories.* A version of the above, with direct support activities separated and so labeled.

²Military Manpower Requirements Report for FY1973. Department of Defense. February 1972. pp 70 - 71

- ▶ *Major combat units.* Large organizational elements that engage in combat as an entity even though parts of the organizations may not directly face hostile fire as their primary mission (e.g., divisions and their deployed supporting units, etc., the total wing structure, and the total fleet structure).
- ▶ *Operating forces.* All combat units, combat support units, and all deployed support.
- *Resources for specific missions.* Analysis of particular missions, i.e., Strategic Forces or General Purpose Forces, using various mission and support categorization structures. Uses PE-based data and analyses.
- *Analyses of specific functions and activities.* Manpower, personnel, or training associated with specific functions using occupation-specific data, unit descriptions, and PE-organized information for identifying authorizations.
- *Relationships between manpower types and missions/functions.* Distribution of manpower types (active, reserve, civilian) among missions. Uses PE-based data.
- *Manpower readiness.* Determined by analysis of programmed manning, inventory stability, pay grade and skill balances, and overall experience of the force (indicated by length of service). Programmed manning is based on PE data, arrayed as in the POM by DPPC.

Having identified the types of analyses that can be expected to involve the use of PE-based or PE-organized data, it is now possible to consider the capabilities of the alternatives to support these needs.

EVALUATION OF ALTERNATIVES

As noted at the beginning of this chapter, three courses of action are open to the ASD(FM&P) regarding the DPPC: leave the structure unchanged, modify the structure, or replace the DPPC with another structure. LMI has evaluated the alternative structures according to selected characteristics of each. These characteristics are intended to be used in determining how well each structure could fulfill ASD(FM&P) needs.

The three major program element-based structures — the DPPC, the MDP, and the DMC — have been evaluated. The characteristics considered in this evaluation are qualitative, rather than quantitative, in that no quantitative values have been

assigned to the characteristics for the purpose of ranking. Table 5-2 lists the characteristics used as the basis for this evaluation.

TABLE 5-2

EVALUATION CHARACTERISTICS

- | |
|---|
| <ol style="list-style-type: none">1. Ownership and Users<ul style="list-style-type: none">● Owner● User(s)2. Management Procedures<ul style="list-style-type: none">● Frequency of updating● Review and revision procedures3. Structural Information<ul style="list-style-type: none">● Levels of indenture● Number of summary categories● Number of lowest level categories4. Objective of Structure5. Types of Analyses Currently Supported6. Special ASD(FM&P) Needs Supported7. Interfacing Structures8. Special Characteristics |
|---|

APPLICATION OF EVALUATION CHARACTERISTICS TO ALTERNATIVES

The evaluation characteristics used in this portion of the study are those deemed most useful for determining the potential utility of the structures for supporting ASD(FM&P) analytical needs. Each of these factors has some impact on the determination of whether it is ultimately more useful to modify the DPPC, to replace the DPPC, to accept that the DPPC is useful, but only for its current applications. Table 5-3 summarizes the evaluation characteristic for the DPPC, MDP, and DMC. Each factor included in the evaluation and LMI's interpretation of its implications are discussed below.

Ownership of the Structure is important because it concerns the control of the structure, and the freedom of ASD(FM&P) to modify the structure. The DPPC is the only one of the three structures over which ASD(FM&P) has control for the purpose of making changes, although that control is observed by Congress. The Senate Armed Services Committee has requested that it be informed of changes in the structure,

TABLE 5-3

EVALUATION CRITERIA APPLIED TO ALTERNATIVE STRUCTURES

Evaluation criterion	DPPC	MDP	DMC
Owner Users: Primary Secondary	ASD (FM&P) ASD(FM&P), ASD(PA&E), Services USD(A), CBO	DoD Comptroller All DoD	ASD(PA&E) ASD(PA&E) Joint Staff, other OSD organizations, Services
Management Procedures • Frequency of Updating • Review and Revision Procedures Structural Characteristics • Levels of Indenture • Summary Level Categories • Lowest Level Categories	Annual Reviewed and revised with DMRR preparation 2 levels of indenture with 3rd level in single category 14 summary DPPCs, 1 unreported 38 subcategories, 2 non-PE calculated	Ongoing Program change directive procedure Three levels of indenture 11 major programs 94 subcategories	Triennially with FYDP update To be determined 5 levels of indenture 8 comparable categories 190 level 5 categories
Objective of Structure Types of Analyses Currently Supported Special ASD(FM&P) needs supported Interfacing Structures Special Characteristics	Highlight selected support and overhead functions separately from mission manpower DoD mission and support resource analyses, Defense Officer Requirement Study, manpower readiness, CBO mission/support budget analyses Reporting to Congress of mission and support manpower in DMRR MDP, Service authorization files, selected Service unit identification tables Identifies more types of support than other two structures, separates total Individuals account, includes students and trainees (calculated by RIC)	Array forces, manpower, and dollars in terms of force "output" as opposed to "input" arrays by appropriations All DoD PPBS analyses, budget execution and review Fiscal analyses and reporting Service authorization files, Service unit identification tables Familiar to all DoD, separates out Guard and Reserve, Special Operations Forces at summary level of detail	Maximize assignment of PEs to related missions (divides PEs into three major areas, emphasizing mission forces) OSD Program Projection, resource planning with AMORD, force acquisition costing, JCS force analyses Not formally used MDP Provides more detailed breakout of mission forces than DPPC or MDP, provides more detailed subcategories than other two structures, codes type of manpower (active, guard, reserve, civilian) in suffix. Has separate categories for Individuals and Special Ops

and that the need for stability and historical continuity be kept in mind when making changes.³ OSD has complied with this request by keeping the Congress informed of changes to the DPPC and of the rationale for them.

The broad-based use of the MDP requires that its structure be very stable, and that changes be made only under special circumstances, as in the creation of Program 11, Special Operations Forces. The structure itself is managed by the DoD Comptroller and is not considered dynamic. Changes occur, instead, at the PE level, reflecting the evolving DoD emphasis through the distribution of resources.

The DMC has been developed under the sponsorship of ASD(PA&E) on the basis of input from various OSD organizations. The Defense-Wide Support portion of the DMC was based originally on the DPPC, although the structures are only distantly similar in their current versions. While the ASD(PA&E) has expressed interest in any suggestions regarding improvements or modifications to this portion of the DMC, ultimately the structure is a tool designed for particular Program Evaluation and Analysis needs for use with the Advanced Mission Oriented Resource Display (AMORD).

Users of the Structure. The composition and breadth of the user community for each structure is another factor in determining how flexible the structure can be. As experienced with the MDP, the more varied the applications of the structure, the more troublesome and far-reaching the implications when changes are made to it.

It is always possible to have variations on a single structure, different versions used for different applications. This approach, however, presents special difficulties in keeping track of which version has been used for a given application, particularly when historical data are involved. Clearly defined iterations of a single structure are the most desirable. Having multiple users and multiple versions of a structure is the worst possible situation for maintaining consistency over time.

The DPPC user community is currently specialized, confined largely to the participants in the DMRR development process and those few special studies for which the DPPC has recently been used (e.g., the *Defense Officers Requirements*

³Senate Armed Committee Report 92-829. "The committee requests that the Department of Defense make no changes in the categories used in these reports until such changes have been fully reviewed by the committee staff. . . . The committee expects this reporting system to continue measuring manpower utilization and plans in a stable, consistent manner and to avoid unnecessary or confusing accounting changes."

Study). Applications of a variant of the DPPC, the Aggregate Elements, used in the Advanced Defense Resource Model (ADRM), could potentially expand the current user community, although the AE structure departs from the DPPC in the use of greater levels of detail and emphasis on expansion of the structure in the mission areas.⁴

The full DMC user community has not been fully determined, primarily because of the DMC's comparative newness. There is potential for this structure to be used by a variety of users outside of the current set.

Management Procedures are important in evaluating the structures, for two reasons. First, a structure that is not "seriously" managed cannot be taken seriously by the potential user community. Serious management means using consistent procedures for reviewing and revising the structure and the PE assignments, and performing these functions on a regularly scheduled basis.

Second, institutionalized management procedures determine how well a structure will keep pace with the changes occurring to the structures and databases with which it interfaces. A structure that is reviewed and updated "as needed" has a greater chance of not meshing well with regularly managed structures. Also, structures with different revision cycles and procedures can be expected to be more difficult to synchronize, as experienced in this study, with the PEs not assigned in both DPPC and DMC.

Both the the DPPC and the DMC have defined management schedules. The DMC is planned to be revised three times a year, in conjunction with the FYDP updates (although this revision schedule has yet to be implemented). The DPPC is revised annually, in conjunction with the preparation of the DMRR. The MDP structure is rarely revised, but the PE accounts undergo continual change as PEs are added, modified, or deleted throughout the year. The actual MDP structure and the PE codes and descriptions are published annually in August.

The revision procedures for each structure vary from preliminary plans, for the DMC, to the formal process for submitting and revising program elements, managed

⁴The Aggregate Element structure, its relationship with the DPPC, and its use in the ADRM are discussed in Appendix C.

by the DoD Comptroller. The DMC change procedures are planned, but have not been fully developed and tested as yet.

The DPPC revision process involves distributing a revised DPPC "Blue Book" in the November before the DMRR is to be published. DMRR participants are requested to comment on DPPC assignments for their organizations' PEs. It is in conjunction with the planning for the DMRR preparation that structural revisions to the DPPC may be discussed. The most recent changes to the DPPC, however, were developed in conjunction with the 1988 *Defense Officer Requirements Study*. Service comments regarding the new structure were submitted in this context.

Neither formal procedures nor formats exist for submitting suggestions for revisions to the DPPC structure or to the PE assignments to DPPCs. The MDP/PE revision process gives the PE originators an opportunity to recommend a DPPC assignment. This information is passed by the DoD Comptroller to the ASD(FM&P), as the manager of the DPPC. In the recent past, the pressure of events and the schedule to produce the DMRR on the heels of the President's Budget submission have resulted in PE assignments to DPPCs being made ad hoc, with formal confirmation sometimes occurring after the DMRR has been published. The Services have indicated that this approach has resulted in confusion and uncertainty regarding the rationale for the assignments, and have indicated a desire for a more formal review and revision process.

Structural Information concerns the architecture of the structure — the number of levels of indenture, the number of summary categories, and the number of categories at the lowest level of detail. Each of the three structures has been physically defined in terms of these characteristics in Chapter 4.

The impact of these architectural characteristics on the utility of the structure is in the availability of detail. The MDP summary level of detail is defined by the 11 Defense Programs. The MDP structure is designed, as is the DPPC and the DMC, to be a nested structure, with the six-digit MDP code incorporating the Defense Program and the specific mission area, type of organizational unit (e.g., aircraft squadron, division), or geographic area. The subcategories are determined by the nature of the Defense Program. This coding structure is incorporated in the eight-digit PE number.

Review of the lower levels of indenture of the MDP, in terms of the PEs comprising each category, shows that the structure does not appear to have been revised to reflect changing DoD interests. PEs for the U.S. Space Command and NORAD are consistently assigned in PE codes of 010300, as distinct from Category 010200 – Strategic Defensive Forces. All of the PEs with the 010300 coding are space-related. Without a specific category for these 010300 PEs, they are grouped under Category 010280 – Strategic Defense: Other. It is not clear whether this is intentional or not. Similar anomalies exist in Program 8, Program 9, and Program 11, in which apparent groupings of similar PEs are not structurally defined.

A much less severe architectural inconsistency in the MDP is found in the numbering conventions for the subcategories. As described in Table 5-3, the MDP has three levels of indenture. These levels are, in fact, not consistent, and are in some cases due to inconsistent application of the categorization and numbering conventions that appear to have been used throughout the structure. One interpretation of this inconsistency is that the MDP structure, as represented in the PE numbers, is no longer being monitored.

Inconsistent numbering conventions make automatic sorting of PEs by MDP code problematic, and confuse understanding of the rationale behind the identification of PEs in programs. Inconsistencies of this type can be found in Program 1, in which the MDP code for Strategic Offensive Forces is 010000, the code for Strategic Offensive Forces: Aircraft Units is 010100, the code for Strategic Defensive Forces is 010200. Parallel coding of the Offensive and Defensive subcategories would have Offensive coded as 010100 and Aircraft Units coded as 010110. The impact of the current system is that automated sorting of PEs by categories can result in inaccurate groupings. The more consistently constructed and coded DPPC and DMC structures do not have this problem.

As discussed in Chapter 4, the DPPC and the DMC differ in the level of detail ultimately available from the structure. The DPPC provides only two levels of indenture, with the Tactical/Mobility category having selected subcategories with a third level of detail. The DMC provides five full levels of detail, with all categories having a fifth level at which PEs are actually assigned. The higher levels are used exclusively to relate fifth-level groups of PEs to each other. In addition, each fifth-level DMC category is further defined in terms of the kinds of manpower (active,

reserve, national guard, or civilian) attached to the PE. Suffixes are used to report the manpower type separately, resulting in the capability of shredding PEs by manpower type.

This difference in level of available detail affects the utility of the structure, in that it determines the homogeneity of the groups of PEs and, therefore, the ease with which changes in resources can be tracked. The lowest level of detail analysts can track in the DPPC is to the third level, as in the Division Forces subcategory in the Tactical/Mobility: Land DPPC, which contains 195 active PEs. The lowest level of detail in the DMC for the same area would be Army Non-Divisional Combat Increments: CONUS Non-Divisional Combat Units, which has five active PEs.

The DPPC and the DMC can be thought of as providing the extremes in the range of available detail. At the most summary level, the DMC divides the universe of PEs into three parts: Major Force Missions, Defense-Wide Missions, and Defense-Wide Support, which represent the most basic divisions of DoD activities. At the same time, the DMC provides the largest number of detailed categories – 190. The DPPC has both the greatest number of summary categories – 14, and the smallest number of detailed categories – 38. Thus, the DMC has the greatest range of available detail, and the DPPC has the most constrained range of detail.

Objective of Structure relates to the fundamental concept of the structure and provides the basis for decisions regarding the types of categories, and level of detail produced. The objectives of the DPPC and the DMC are clearly reflected in the approach employed for representing DoD missions and support functions.

The objective influences the applicability of the structure for ASD(FM&P) purposes in that each structure incorporates a particular view. If the issue of interest to ASD(FM&P) requires that the support activities be attached as much as possible to the mission, then the DMC would be more effective for accomplishing this and displaying the associated resources and PEs. If the issue requires emphasizing the various types of support DoD must provide in order to accomplish its missions, then the DPPC would be more effective as a tool for displaying resources associated with PEs.

The DMC can also be used in conjunction with existing automated systems to link support resources to related missions, through the application of distribution

factors. The DPPC has no such related automated system, although the AE structure does.

Types of Analyses Currently Supported. Currently, the DPPC supports certain specific requirements, primarily arraying PE-organized manpower authorizations in the DMRR and the POM. It has also been used in selected special studies and attempts have been made to use it in Budget Execution and Review analyses, with very limited success. The Navy has used the structure as a way of displaying fleet and fleet support or shore functions, for the purpose of tracking the shifting distribution of manpower resources among these major areas.

The DPPC's primary limitation is the same problem found with any PE-aggregation structure – by combining groups of PEs, the details are lost, and changes can be tracked only by their net effect on the totals. This ultimately limits the way in which the structure can be used. The DPPC is only a tool for arraying and describing resources; it cannot be used to *analyze* the results of decisions. It is useful for identifying functions in which changes have occurred, and which should be studied in more detail, however, other tools will be needed to perform the detailed studies of the changes.

The DMC has been used largely by ASD(PA&E) in special PPBS studies, and for reporting to the Senate Armed Services Committee on strategic forces. Its most broad-based use to date has been in the Planning Estimate analyses (now called Program Projection), conducted in association with the revisions to the President's Budget in the fall of 1988. The structure and associated models also have been adopted for use by USD(A) and the Joint Staff.

Special ASD(FM&P) Needs Supported. The DPPC currently fulfills a particular requirement of the ASD(FM&P) – arraying the manpower authorizations in the DMRR. It has been institutionalized in this use first by convention, and formally in DoDI 11.10.1, which describes the DMRR and specifies the DPPC as the structure to be used in the report.⁵ Replacement of the DPPC with some other structure would cause significant disruption, as indicated in requests from the Senate Armed Services Committee reports regarding the need for stability and consistency.

⁵DoDI 11.10.1. *Defense Manpower Requirements Report (DMRR)*. 28 June 1979.

While the DMC has had only limited use within OASD(FM&P) to date, the potential exists for more interest. Use of the DMC by OASD(FM&P), at the very least, would allow for commonality with OASD(PA&E) and other DoD users.

Interfacing Structures. Each of these structures ultimately relates, through the bridge of the MDP/PEs, to other structures and databases maintained by the Services and DoD organizations. The long use of the DPPC has resulted in the the Services having incorporated the DPPC coding structure, as well as the PE codes, into manpower management databases. This is true for all four Services. DPPCs can be tracked directly or indirectly, through the PEs, to virtually all organizational units through Service databases. (The exception is Army TDA units, a problem the Army is currently addressing.)

The DMC, with its comparatively limited use to date, has had only limited exposure at the Service level. The possibility exists for much broader interfacing through the link of the PE with Service databases, but that has not occurred at this time.

Special Characteristics. These are the aspects of the structure that make it distinctive. All of these have been discussed in the above sections.

SUMMARY

The two structures can be summarized in this way:

- The DPPC describes the greatest variety of support functions, has shown flexibility in responding to changing DoD interests, and is already embedded in the Services' data systems, although the full range of its potential applications has been poorly understood by its users, particularly the Military Services. It is a familiar and accepted tool for reporting DoD manpower authorizations to Congress, and there does not appear to be strong justification for replacing it for this function. The major weakness of the structure is the limited detail it can provide, and the lack of understanding the user community has regarding the most appropriate applications and the potential usefulness of the structure. Both of these are surmountable problems.
- The DMC provides the most detailed breakout of uses and resource applications of the structures, emphasizing operational missions, with less emphasis on identifying the various types of support. To date its use and

exposure have been somewhat limited; however, much interest has been expressed in exploring additional applications, and in modifying the structure to support other users' interests.

Ultimately, the question of the utility of the DPPC for supporting ASD(FM&P) oversight needs hinges on what questions are being asked. If the issue is determining the distribution of resources among missions and support, and the DPPC definition of support is appropriate – then the DPPC would be effective for descriptive purposes.

SUGGESTED EXPANSION OF THE DPPC

On the basis of the analyses described in this chapter, LMI believes that the most useful course of action for ASD(FM&P) is to modify the DPPC to (1) make it more useful by providing more detail and (2) close the gap between the DPPC and the DMC by providing more comparable levels of detail.

LMI has developed a suggested approach for addressing the need for the DPPC to provide additional detail below that currently available. Using the current DPPC structure as the starting point, a third, fourth, and in some categories fifth level of indenture have been created. The expanded substructure is based on LMI's understanding of ASD(FM&P) analytical needs and application of approaches used in the DMC, combined with review of the unclassified descriptions of the PEs.⁶

LMI has developed the expanded DPPC by starting with the current PE assignments, and identifying groups of PEs involved in similar functions. The DMC and the MDP have been used as second sources for detailed categorizations of groups of PEs. When possible, subcategories of DPPCs associated with support functions have been defined in terms of missions supported, to improve the linkage between support and missions. The result is an expanded structure with a total of 385 categories: 14 Level 1 categories, 42 Level 2 categories, 135 Level 3 categories, 107 Level 4 categories, and 87 Level 5 categories. LMI's expanded structure, as well as a suggested set of PE assignments, is contained in Appendix E.

⁶Although the AE structure is more closely related to the DPPC, the approach used in expanding the AE structure has been to break out specific organizational units (e.g., divisions) or support functions by Service [e.g., Personnel Support (Army)]. For this reason, AE has not been used in developing an expanded version of the DPPC.

CHAPTER 6

CONCLUSIONS AND RECOMMENDATIONS

CONCLUSIONS

- The DPPC is one of several structures used by DoD for arraying manpower authorizations in terms of direct missions and support activities. The structure highlights the selected types of support currently of interest to DoD. Of the three major structures actively used throughout DoD for arraying PE data, the DPPC is most effective at representing the various types of support used by DoD.
- To date, use of the DPPC has been largely confined to the DMRR, with the DPPC user community largely unaware of and uninterested in exploring alternative uses of the structure.
- The DPPC, like the other PE-based structures, replicates the basic inconsistencies in the construction of PEs. The DPPC will not be able to overcome these inconsistencies until the PEs are revised.
- The DPPC is useful only for *arraying* resources. It is not useful for evaluating the operational effectiveness of organizations or the utility of organizations in supporting a mission, or for answering questions about the achievements of manpower allocation decisions.
- ASD(FM&P) gains nothing and loses nothing by leaving the structure in its current configuration. That is, the DPPC will remain useful for description of aggregate manpower.
- ASD(FM&P) may be able to gain broader acceptance of the structure by improving its management procedures. The structure must be managed in a serious manner in order to be taken seriously as a tool. The management of the structure is now tied to the DMRR preparation process. This tends to create the impression on the part of the user community that this is the only use of the structure.
- The specialized nature of the three major PE-based structures makes them unsuitable to replace each other. Each has evolved to fill a specific role, and each is suitable for its individual niche. Characteristics of one structure may be useful for adoption by the others, however.
- The most desirable characteristic of the DMC is that it provides more discrete levels of detail than are achievable by either the DPPC or the MDP.

This affords users with the capability to track resources more closely by creating smaller, more homogeneous groups of program elements.

- An alternative open to ASD(FM&P) is to replace DPPC with another structure, specifically the DMC. Certain advantages are associated with this approach. The DMC has a potentially broader user community than the DPPC, since it is already applied in several automated systems used by ASD(PA&E), USD(A), and the Joint Staff. However, ASD(FM&P) and the Services have had limited exposure to the structure. The DMC provides more detailed groups of PEs due to the level of detail available — five levels of indenture, versus the current two levels available in the DPPC. Automated applications of the DMC involve relating support resources to missions, a critical interest of ASD(FM&P). However, this relationship is accomplished through application of distribution factors rather than through identification of a structural relationship among categories.

Disadvantages in replacing the DPPC with the DMC, as currently configured, largely are due to the representation of support in the DMC. Several types of support highlighted in the DPPC, such as Combat Installations and Force Support Training, are not identifiable in the DMC at any level of indenture. (DMC subcategories for Base Operating Support Management Headquarters do not include the same functions represented by these DPPC categories.) This means that the alternative of "remixing" the DMC categories to more closely resemble the existing DPPC is not possible using the current DMC categories. Closer alignment between the two structures is possible through modification of the DPPC and the DMC.

- ASD(FM&P) should recognize the need for multiple tools to use in aggregating PEs, rather than relying on a single tool, such as the DPPC. It is not possible for the DPPC to fulfill all ASD(FM&P) needs. Rather each structure should be used as needed by ASD(FM&P).
- As long as ASD(FM&P) is concerned with oversight of manpower resources associated with support functions, he will need a tool for arraying resources by types of support. The DPPC is designed for this purpose and is the best-suited tool of those currently available. It has the potential for significant improvement through expansion of the substructure into more detailed subcategories.
- Broader application of the structure will be advantageous to ASD(FM&P) because it will increase consistency among manpower, personnel, and training analyses and will allow them to be discussed in a common language.
- The ever-changing PE accounts, combined with the evolving interests of DoD, mean that over time previously appropriate DPPC/PE assignments may no longer be correct. The FY77 – FY79 GRC study demonstrated that the contents of PEs and the relationship between PEs and DPPC categories

are not static, and should periodically undergo a thorough review. The current review process concentrates on incorporating new PEs, identifying historic PEs, and making those changes in DPPC/PE assignments which have arisen through particular PE changes during the year. A thorough screening and review of DPPC/PE assignments has not been performed since the GRC study. Experience, as witnessed by the Army's Task Force on the FYDP, has shown that "PE creep" occurs, subtle changes in the orientation of a PE and in the relationships among PEs. In addition, changes in mission, such as creation of the Program 11 - Special Operations Forces; increased interest in Joint Activities; the development of a significant set of PEs related to Space Activities; and the confusion among the Services regarding the relationship between communications activities and missions all show that an in-depth analysis of the DPPC/PE assignments is needed.

RECOMMENDATIONS

We recommend the following actions to improve the use of the structures available.

First, we recommend continued use of the DPPC for selected applications such as the Defense Manpower Requirements Report. As long as the Office of the Secretary of Defense must describe manpower by highlighting certain support and overhead functions, the DPPC is the most effective tool of those currently available for accomplishing the purpose. There is no good reason for replacing the DPPC with one of the other structures, neither of which now highlights the same support and overhead functions as the DPPC. However, in order to increase the utility of the DPPC, additional detail should be made available by expanding it beyond the two levels of indenture currently available. We have developed such an expanded structure and recommend it as a starting point for pursuing this approach. This expanded structure provides the capability to more closely link support functions to missions, supporting the ASD(FM&P) need for tools to monitor changes in the relationship between missions and support.

Second, ASD(FM&P) should recognize the usefulness of other program element aggregation structures and the feasibility of translating DPPC-aggregated data into the other structures, specifically the Defense Mission Categories. The use of the DMC by the ASD(PA&E), USD (A), and the Joint Staff makes it desirable for ASD(FM&P) to be able to crosswalk readily among the major structures.

Third, DPPC management should be improved by (1) expanding the schedule for reviewing and revising the structure and program element assignments to allow

more time for review and reclama of program element assignments and structure changes, (2) institutionalizing procedures for documenting the rationale for changes and for maintaining the history of the changes, and (3) providing users more information on the DPPC's purpose and applications. This additional information could be included in the current Deputy Assistant Secretary of Defense (Resource Management and Support) memorandum, distributed throughout the Department of Defense, documenting the DPPC structure, definitions, codes, and program element assignments.

Finally, in addition to the current annual review conducted preliminary to preparing the Defense Manpower Requirements Report, thorough maintenance reviews of DPPC/program element assignments (including content review of the program elements) should be conducted by ASD(FM&P) every 5 years to ensure that program element assignments are appropriate and that the structure continues to support ASD(FM&P) needs. In conjunction with reviews of the DPPC, an historical database of PE assignments to the DPPC should be maintained.

APPENDIX A

EVOLUTION AND STRUCTURE OF THE DPPC

This appendix contains additional detail on the DPPC's evolution and current structure. Also included are details on the assignment of selected functions to the DPPC. Specifically, the contents of Appendix A include:

- **Changes to the DoD Fiscal Guidance Categories that produced the initial Manpower Planning Categories**
- **Evolution of the DPPC structure**
- **Current DPPC definitions**
- **Army Rules for assigning MTOE/TOE to Program Elements (PEs) and DPPC**
- **Program Elements containing students/trainees.**

CHANGES TO FISCAL GUIDANCE CATEGORIES CREATING MANAGEMENT PLANNING CATEGORIES¹

The Manpower Planning Categories used in the Military Manpower Requirements Report for FY74 were derived from the Fiscal Guidance Categories established by OASD (Systems Analysis).

The fiscal guidance categories are modified as follows to achieve manpower planning categories:

- a. Sub-categories of Strategic Forces are not used.
- b. Sub-categories of Naval Forces are not used.
- c. Other Programs is retitled Auxiliary Forces.
- d. At the request of ASD (Telecommunications), the manpower planning category, Communications, will henceforth be titled Centrally Managed Communications.
- e. Sub-categories of Support to Other Nations are not used.
- f. General Support is split into Mission Support Forces and Central Support Forces.
- g. Mission Support Forces contains:
 - 1. Base Operating Support, program elements in Major Defense Programs I through V.
 - 2. Crew and Unit Training, which is Force Support Training in the fiscal guidance categories (excluding Individuals; see j below).
 - 3. Command, program elements in Major Defense Programs I through V.
- h. Central Support Forces contains:
 - 1. Base Operating Support, program elements in Major Defense Programs VI through X.
 - 2. Medical Support.

¹Office of the Director of Defense Program Analysis and Evaluation (Resource Analysis) Memorandum In Record: Definition of Manpower Planning Categories by Program Element, September 19, 1973.

3. Personnel Support (excluding Individuals; see j below).
4. Individual Training (excluding Individuals; see j below).
5. Command, program elements in Major Defense Programs VI through X.
6. Logistics -- no change.
- i. The Miscellaneous Costs fiscal guidance category is irrelevant with respect to manpower planning categories.
- j. Individuals are aggregated separately. Refer to Page 2 of the above mentioned memorandum and to DASD (Resource Analysis) memorandum of March 9, 1973 (copy attached) for specifics.

The following features of the mechanical treatment of manpower in the fiscal guidance categories apply to manpower planning categories also:

- a. Military manpower assigned to OSD, JCS, and Defense Agencies is subtracted from the Command program element to which it is assigned and added to the category which contains the non-Service program element where the manpower is actually utilized. For example, Air Force manpower assigned to NSA and to the Air Force Security Service will appear in the Intelligence and Security category.
- b. Within many of the fiscal guidance categories there are sub-aggregations entitled Consolidated Telecommunications Program (CTP). These aggregations permit machine manipulation of DoD resources for the CTP budget and should be ignored when developing manpower planning categories.

There have been two changes in the FYDP/fiscal guidance category structure since the Military Manpower Requirements Report for FY74 was published. These changes will, in some cases, cause manpower displays for FY72 to FY74 generated under the current structure to differ from those shown in the report. These changes are:

- a. Aerospace Rescue and Recovery has been transferred from Geophysical Activities to Base Operating Support.
- b. Trainees and students were assumed to all be in Individual Training. The manpower shown for Individual Training is the total for MDP VIII Training, less trainees, students, and cadets. Subsequent creation of student/trainee Resource Identifier Codes reveals that there are students in Force Support Training. Thus, Crew and Unit Training may be overstated in the report while Individual Training is understated by an equal amount.

FY90 DPPC STRUCTURE²

STRATEGIC

- Offensive Strategic Forces
- Defensive Strategic Forces
- Strategic Control and Surveillance Forces

TACTICAL/MOBILITY

- Land Forces
 - Division Forces
 - Theater Forces
- Tactical Air Forces
- Naval Forces
 - Warships and ASW Forces
 - Amphibious Forces
 - Naval Support Forces
- Mobility Forces

COMMUNICATIONS/INTELLIGENCE

- Centrally-Managed Communications
- Intelligence

COMBAT INSTALLATIONS

FORCE SUPPORT TRAINING

MEDICAL SUPPORT

JOINT ACTIVITIES

- International Military Organizations
- Unified Commands
- Federal Support Activities
- Joint Staff
- OSD/Defense Agencies and Activities

CENTRAL LOGISTICS

- Supply Operations
- Maintenance Operations
- Logistics Support Operations

SERVICE MANAGEMENT

HEADQUARTERS

- Combat Commands
- Support Commands

RESEARCH & DEVELOPMENT/ GEOPHYSICAL ACTIVITIES

- Research and Development
- Geophysical

TRAINING & PERSONNEL

- Individual Training
- Personnel Support

SUPPORT ACTIVITIES

- Support Installations
- Centralized Support Activities

INDIVIDUALS

- Transients
- Patients, Prisoners, and Holdees
- Trainees, Students, and Cadets

MISCELLANEOUS

- Retired Pay
- International Support Funds
- Undistributed

²Draft Program Elements by Defense Planning and Programming Categories, prepared by OASD(FM&P)(RM&S/MR) for the FY90 Defense Manpower Requirements Report.

FY89 DPPC STRUCTURE³

STRATEGIC

- Offensive Strategic Forces
- Defensive Strategic Forces
- Strategic Control and Surveillance Forces

TACTICAL/MOBILITY

- Land Forces
 - Division Forces
 - Theater Forces
- Tactical Air Forces
- Naval Forces
 - Warships and ASW Forces
 - Amphibious Forces
 - Naval Support Forces
- Mobility Forces

COMMUNICATIONS/INTELLIGENCE

- Centrally-Managed Communications
- Intelligence

COMBAT INSTALLATIONS

FORCE SUPPORT TRAINING

MEDICAL SUPPORT

JOINT ACTIVITIES

- International Military Organizations
- Unified Commands
- Federal Support Activities
- Joint Staff
- OSD/Defense Agencies and Activities

CENTRAL LOGISTICS

- Supply Operations
- Maintenance Operations
- Logistics Support Operations

SERVICE MANAGEMENT HEADQUARTERS

- Combat Commands
- Support Commands

RESEARCH & DEVELOPMENT/GEOPHYSICAL ACTIVITIES

- Research and Development
- Geophysical

TRAINING & PERSONNEL

- Individual Training
- Personnel Support

SUPPORT ACTIVITIES

- Support Installations
- Centralized Support Activities

INDIVIDUALS

- Transients
- Patients, Prisoners, and Holdees
- Trainees, Students, and Cadets

MISCELLANEOUS

- Retired Pay
- International Support Funds
- Undistributed

³Draft Program Elements by Defense Planning and Programming Categories, prepared by OASD(FM&P)(RM&S/MR) for the FY90 Defense Manpower Requirements Report.

FY88 DPPC STRUCTURE⁴

STRATEGIC

- Offensive Strategic Forces
- Defensive Strategic Forces
- Strategic Control and Surveillance Forces

TACTICAL/MOBILITY

- Land Forces
 - Division Forces
 - Theater Forces
- Tactical Air Forces
- Naval Forces
 - Warships and ASW Forces
 - Amphibious Forces
 - Naval Support Forces
- Mobility Forces

AUXILIARY ACTIVITIES

- Intelligence
- Centrally-Managed Communications
- Research and Development
- Geophysical Activities

SUPPORT ACTIVITIES

- Base Operating Support
 - Combat Installations
 - Support Installations
- Medical Support
- Personnel Support
- Individual Training
- Force Support Training

Central Logistics

- Supply Operations
- Maintenance Operations
- Logistics Support Activities
- Centralized Support Activities
- Management Headquarters
- Defense Agencies
- International Military Organizations
- Unified Commands
- Service Support – Combat Commands
- Service Support – Support Commands
- Federal Agency Support

INDIVIDUALS

- Transients
- Patients, Prisoners, and Holdees
- Trainees, Students, and Cadets

⁴DASD(RM&S) Memorandum, "Program Elements by Defense Planning and Programming Categories," January 13, 1987.

FY87 DPPC STRUCTURE⁵

STRATEGIC

- Offensive Strategic Forces
- Defensive Strategic Forces
- Strategic Control and Surveillance Forces

TACTICAL/MOBILITY

- Land Forces
 - Division Forces
 - Theater Forces
- Tactical Air Forces
- Naval Forces
 - Warships and ASW Forces
 - Amphibious Forces
 - Naval Support Forces
- Mobility Forces

AUXILIARY ACTIVITIES

- Intelligence
- Centrally-Managed Communications
- Research and Development
- Geophysical Activities

SUPPORT ACTIVITIES

- Base Operating Support
 - Combat Installations
 - Support Installations
- Medical Support
- Personnel Support
- Individual Training
- Force Support Training

Central Logistics

- Supply Operations
- Maintenance Operations
- Logistics Support Activities
- Centralized Support Activities
- Management Headquarters
- Defense Agencies
- International Military Organizations
- Unified Commands
- Service Support – Combat Commands
- Service Support – Support Commands
- Federal Agency Support

INDIVIDUALS

- Transients
- Patients, Prisoners, and Holdees
- Trainees, Students, and Cadets/Midshipmen

⁵Definitions provided in Appendix; same as FY86 DPPC structure.

FY86 DPPC STRUCTURE

STRATEGIC

- Offensive Strategic Forces
- Defensive Strategic Forces
- Strategic Control and Surveillance Forces

TACTICAL/MOBILITY

- Land Forces
 - Division Forces
 - Theater Forces
- Tactical Air Forces
- Naval Forces
 - Warships and ASW Forces
 - Amphibious Forces
 - Naval Support Forces
- Mobility Forces

AUXILIARY ACTIVITIES

- Intelligence
- Centrally-Managed Communications
- Research and Development
- Geophysical Activities

SUPPORT ACTIVITIES

- Base Operating Support
- Combat Installations
- Support Installations

Medical Support

- Personnel Support
- Individual Training
- Force Support Training
- Central Logistics
 - Supply Operations
 - Maintenance Operations
 - Logistics Support Activities
- Centralized Support Activities
- Management Headquarters
 - Defense Agencies
 - International Military Organizations
 - Unified Commands
 - Service Support – Combat Commands
 - Service Support – Support Commands
- Federal Agency Support

INDIVIDUALS

- Transients
- Patients, Prisoners, and Holdees
- Trainees, Students, and Cadets/Midshipmen

FY85 DPPC STRUCTURE⁶

STRATEGIC

- Offensive Strategic Forces
- Defensive Strategic Forces
- Strategic Control and Surveillance Forces

TACTICAL/MOBILITY

- Land Forces
 - Division Forces
 - Theater Forces
- Tactical Air Forces
- Naval Forces
 - ASW and Fleet Air Defense Forces
 - Amphibious Forces
 - Naval Support Forces
- Mobility Forces

AUXILIARY ACTIVITIES

- Intelligence
- Centrally-Managed Communications
- Research and Development
- Geophysical Activities

SUPPORT ACTIVITIES

- Base Operating Support
- Combat Installations
- Support Installations

- Medical Support
- Personnel Support
- Individual Training
- Force Support Training
- Central Logistics
 - Supply Operations
 - Maintenance Operations
 - Logistics Support Activities
- Centralized Support Activities
- Management Headquarters
 - Defense Agencies
 - International Military Organizations
 - Unified Commands
 - Service Support – Combat Commands
 - Service Support – Support Commands
- Federal Agency Support

INDIVIDUALS

- Transients
- Patients, Prisoners, and Holdees

⁶Includes definitions as appendix.

FY84 DPPC STRUCTURE⁷

STRATEGIC

- Offensive Strategic Forces
- Defensive Strategic Forces
- Strategic Control and Surveillance Forces

TACTICAL/MOBILITY

- Land Forces
 - Division Forces
 - Theater Forces
- Tactical Air Forces
- Naval Forces
 - ASW and Fleet Air Defense Forces
 - Naval Support Forces
- Mobility Forces

AUXILIARY ACTIVITIES

- Intelligence
- Centrally-Managed Communications
- Research and Development
- Geophysical Activities

SUPPORT ACTIVITIES

- Base Operating Support
- Combat Installations
- Support Installations

Medical Support

- Personnel Support
- Individual Training
- Force Support Training
- Central Logistics
 - Supply Operations
 - Maintenance Operations
 - Logistics Support Activities
- Centralized Support Activities
- Management Headquarters
- Defense Agencies
- International Military Organizations
- Unified Commands
- Service Support – Combat Commands
- Service Support – Support Commands
- Federal Agency Support

INDIVIDUALS

- Transients
- Patients, Prisoners, and Holdees
- Trainees, Students, and Cadets

⁷Definitions included in text.

FY83 DPPC STRUCTURE

STRATEGIC

- Offensive Strategic Forces
- Defensive Strategic Forces
- Strategic Control and Surveillance Forces

TACTICAL/MOBILITY

- Land Forces
 - Division Forces
 - Theater Forces
- Tactical Air Forces
- Naval Forces
 - ASW and Fleet Air Defense Forces
 - Amphibious Forces
 - Naval Support Forces
- Mobility Forces

AUXILIARY ACTIVITIES

- Intelligence
- Centrally-Managed Communications
- Research and Development
- Geophysical Activities

SUPPORT ACTIVITIES

- Base Operating Support
- Combat Installations
- Support Installations

Medical Support

Personnel Support

Force Support Training

Central Logistics

Supply Operations

Maintenance Operations

Logistics Support Activities

Centralized Support Activities

Management Headquarters

Defense Agencies

International Military

Organizations

Unified Commands

Service Support – Combat Commands

Service Support – Support Commands

Federal Agency Support

INDIVIDUALS

Transients

Patients, Prisoners, and Holdees

Trainees, Students, and Cadets

FY82 DPPC STRUCTURE⁸

STRATEGIC

- Offensive Strategic Forces
- Defensive Strategic Forces
- Strategic Control and Surveillance Forces

TACTICAL/MOBILITY

- Land Forces
- Tactical Air Forces
- Naval Forces
- Mobility Forces

AUXILIARY ACTIVITIES

- Intelligence
- Centrally-Managed Communications
- Research and Development
- Geophysical Activities

SUPPORT ACTIVITIES

- Base Operating Support
- Medical Support
- Personnel Support
- Individual Training
- Force Support Training
- Central Logistics
- Centralized Support Activities
- Management Headquarters
- Federal Agency Support

INDIVIDUALS

- Transients
- Patients, Prisoners, and Holdees
- Trainees, Students, and Cadets

⁸Includes definitions.

FY81 DPPC STRUCTURE

STRATEGIC

- Offensive Strategic Forces
- Defensive Strategic Forces
- Strategic Control and Surveillance Forces

TACTICAL/MOBILITY

- Land Forces
- Tactical Air Forces
- Naval Forces
- Mobility Forces

AUXILIARY ACTIVITIES

- Intelligence
- Centrally-Managed Communications
- Research and Development
- Geophysical Activities

SUPPORT ACTIVITIES

- Base Operating Support
- Medical Support
- Personnel Support
- Individual Training
- Force Support Training
- Central Logistics
- Centralized Support Activities
- Management Headquarters
- Federal Agency Support

INDIVIDUALS

- Transients
- Patients, Prisoners, and Holdees
- Trainees, Students, and Cadets

FY80 DPPC STRUCTURE

STRATEGIC

- Offensive Strategic Forces
- Defensive Strategic Forces
- Strategic Control and
- Surveillance Forces

TACTICAL/MOBILITY

- Land Forces
- Tactical Air Forces
- Naval Forces
- Mobility Forces

AUXILIARY ACTIVITIES

- Intelligence
- Centrally-Managed
- Communications
- Research and Development
- Geophysical Activities

SUPPORT ACTIVITIES

- Base Operating Support
- Medical Support
- Personnel Support
- Individual Training
- Force Support Training
- Central Logistics
- Centralized Support Activities
- Management Headquarters
- Federal Agency Support

INDIVIDUALS

- Transients
- Patients, Prisoners, and Holdees
- Trainees, Students, and Cadets

FY79 DPPC STRUCTURE

STRATEGIC

- Offensive Strategic Forces
- Defensive Strategic Forces
- Strategic Control and
- Surveillance Forces

TACTICAL/MOBILITY

- Land Forces
- Tactical Air Forces
- Naval Forces
- Mobility Forces

AUXILIARY ACTIVITIES

- Intelligence
- Centrally-Managed
- Communications
- Research and Development
- Geophysical Activities

SUPPORT ACTIVITIES

- Base Operating Support
- Medical Support
- Personnel Support
- Individual Training
- Force Support Training
- Central Logistics
- Centralized Support Activities
- Management Headquarters
- Federal Agency Support

INDIVIDUALS

- Transients
- Patients, Prisoners, and Holdees
- Trainees, Students, and Cadets

FY78 DPPC STRUCTURE

STRATEGIC

- Offensive Strategic Forces
- Defensive Strategic Forces
- Strategic Control and Surveillance Forces

GENERAL PURPOSE

- Land Forces
- Tactical Air Forces
- Naval Forces
- Mobility Forces

AUXILIARY ACTIVITIES

- Intelligence
- Centrally-Managed Communications
- Research and Development
- Geophysical Activities

MISSION SUPPORT

- Reserve Components Support
- Base Operating Support
- Force Support Training Command

CENTRAL SUPPORT

- Base Operating Support
- Medical Support
- Personnel Support
- Individual Training Command
- Logistics
- Federal Agency Support

INDIVIDUALS

- Transients
- Patients, Prisoners, and Holdees
- Trainees, Students, and Cadets

FY77 DPPC STRUCTURE

STRATEGIC

- Offensive Strategic Forces
- Defensive Strategic Forces
- Strategic Control and Surveillance Forces

GENERAL PURPOSE

- Land Forces
- Tactical Air Forces
- Naval Forces
- Mobility Forces

AUXILIARY ACTIVITIES

- Intelligence
- Centrally-Managed Communications
- Research and Development
- Support to Other Nations
- Geophysical Activities

MISSION SUPPORT

- Reserve Components Support
- Base Operating Support
- Force Support Training Command

CENTRAL SUPPORT

- Base Operating Support
- Medical Support
- Personnel Support
- Individual Training Command
- Logistics
- Federal Agency Support

INDIVIDUALS

- Transients
- Patients, Prisoners, and Holdees
- Trainees, Students, and Cadets

FY76 DPPC STRUCTURE

STRATEGIC

- Offensive Strategic Forces
- Defensive Strategic Forces
- Strategic Control and
- Surveillance Forces

GENERAL PURPOSE

- Land Forces
- Tactical Air Forces
- Naval Forces
- Mobility Forces

AUXILIARY ACTIVITIES

- Intelligence
- Centrally-Managed
- Communications
- Research and Development
- Support to Other Nations
- Geophysical Activities

MISSION SUPPORT

- Reserve Components Support
- Base Operating Support
- Force Support Training
- Command

CENTRAL SUPPORT

- Base Operating Support
- Medical Support
- Personnel Support
- Individual Training
- Command
- Logistics
- Federal Agency Support

INDIVIDUALS

- Transients
- Patients, Prisoners, and Holdees
- Trainees, Students, and Cadets

FY75 DPPC STRUCTURE^{9,10}

STRATEGIC

GENERAL PURPOSE

- Land Forces
- Tactical Air Forces
- Naval Forces
- Mobility Forces

AUXILIARY ACTIVITIES

- Intelligence
- Centrally-Managed Communications
- Research and Development
- Support to Other Nations
- Geophysical Activities

MISSION SUPPORT

- Reserve Components Support
- Base Operating Support
- Crew and Unit Training
- Command

CENTRAL SUPPORT

- Base Operating Support
- Medical Support
- Personnel Support
- Individual Training
- Command
- Logistics
- Federal Agency Support

INDIVIDUALS

- Transients
- Patients and Prisoners
- Trainees, Students, and Cadets

⁹Referred to as Manpower Categories, not Defense Planning and Programming Categories.

¹⁰Two new categories developed: Reserve Components Support, to pull together those personnel associated with overall administration of the Reserve Component; and Federal Agency Support, to clarify the distinction between personnel assigned to DoD headquarters and administrative activities and personnel assigned to other federal departments and agencies.

FY74 DPPC STRUCTURE¹¹

STRATEGIC

- Land Forces
- Tactical Air Forces
- Naval Forces
- Mobility Forces

AUXILIARY ACTIVITIES

- Intelligence and Security
- Communications
- Research and Development
- Support to Other Nations
- Geophysical Activities

MISSION SUPPORT

- Base Operating Support
- Training
- Command

CENTRAL SUPPORT

- Base Operating Support
- Medical Support
- Training
- Command
- Logistics

INDIVIDUALS

- Transients
- Patients and Prisoners
- Trainees, Students, and Cadets

¹¹Referred to as Manpower Categories, not Defense Planning and Programming Categories.

FY73 DPPC STRUCTURE¹²

MISSION FORCES

STRATEGIC

- Offensive
- Defensive
- Surveillance and Control

GENERAL PURPOSE

- Land Forces
- Tactical Air Forces
- Naval Forces
- Mobility Forces

OTHER MISSION

- Intelligence and Security
- Communications
- Research and Development
- Support to Other Nations

GENERAL SUPPORT

- Base and Individual Support
 - Base Operating Support
 - Medical Support
 - Other Individual Support
- Training
- Command
 - Support Outside of Service
 - Support Commands
 - Administrative Commands
 - and Administrative Support
- Activities
- Logistics

¹²First DMRR. Refers to Manpower Categories, not Defense Planning and Programming Categories. Not all of the levels of indenture that are associated with the categories are, in fact, highlighted as actual categories (e.g., Command subcategories and Base and Individual Support subcategories). While these subcategories are reported and used, they are not always identified as actual elements of the overall categorization scheme.

DPPC STRUCTURE MANDATED IN DODI 1110.1¹³

STRATEGIC

- Offensive Strategic Forces
- Defensive Strategic Forces
- Strategic Control and Surveillance

TACTICAL/MOBILITY

- Land Forces
- Tactical Air Forces
- Naval Forces
- Mobility Forces

AUXILIARY ACTIVITIES

- Intelligence
- Centrally-Managed Communications
- Research and Development
- Geophysical Activities

SUPPORT ACTIVITIES

- Base Operating Support
- Medical Support
- Personnel Support
- Individual Training
- Force Support Training
- Central Logistics
- Centralized Support Activities
- Management Headquarters
- Federal Agency Support

INDIVIDUALS

- Transients
- Patients, Prisoners, and Holdees
- Students, Trainees, and Cadets

¹³This structure is provided in the current version of the DoDI regulating the DMRR, dated 28 June 1979.

DEFENSE PLANNING AND PROGRAMMING CATEGORY DEFINITIONS

STRATEGIC

The forces in the Strategic category of the DPFC consist of those nuclear offensive, defensive, and control and surveillance forces that have as their fundamental objective deterrence of and defense against nuclear attack upon the United States, our military forces and bases overseas, and our allies.

Offensive Strategic Forces

This category contains program elements for land-based ICBMs, sea-based SLBMs, ballistic missile submarines and supporting ships, long-range bombers and refueling tanker aircraft, strategic cruise missiles, and operational headquarters for these forces.

Defensive Strategic Forces

This category contains program elements for interceptor aircraft and anti-ballistic missile systems, including directly supporting communications, command, control, and surveillance and warning systems.

Strategic Control and Surveillance

This category contains program elements for the World Wide Military Command and Control System (WWMCCS), airborne satellite and ballistic missile early warning and control systems, satellite and orbiting objects surveillance systems, and supporting radar and optical sensor systems.

TACTICAL/MOBILITY

The forces in the Tactical/Mobility category consist of land forces (Army and Marine Corps), naval forces (Navy), and mobility forces (Army, Air Force, and Navy).

Land Forces

This group consists of Army and Marine Corps comprising division forces and theater forces.

Division Forces

This category contains PEs for Army and Marine divisions nondivisional combat brigades/regiments, other nondivisional combat forces, and tactical support forces (including helicopter support units of the Marine Air Wings). Program elements for the procurement and stockpiling of Army and Marine war reserve materiel, for Army resources for the Joint Tactical Communications Program (TRITAC), and for the Army and Marine Components of the Rapid Deployment Joint Task Force are also included in this category.

Theater Forces

This category contains Army PEs for theater-wide and specialized units, including separate infantry brigades stationed in Berlin and Panama; units in Europe that provide for supply, maintenance, and security control of nuclear ammunition support of NATO; theater surface-to-surface missile units; tactical surface-to-air missile units; theater heavy engineering battalions for support of other Services; theater psychological operations, civil affairs, and unconventional warfare units; and their supporting supply, maintenance, and command and control units. Also included are similar reinforcing units in Army Forces Command.

Tactical Air Forces

This category contains program elements for Air Force, Navy, and Marine fighter, attack, reconnaissance, and special operations squadrons; direct support aircraft, armament and electronics maintenance units, and weapon system security units; multi-purpose aircraft carriers; air-launched tactical missile systems and ground launched cruise missiles; tactical air control systems; Fleet Marine Force direct support aircraft; and operational headquarters for these forces. Also included are PEs for Air Force command control facilities and systems in Europe and the Pacific, Air Force resources for the Joint Tactical Communications Program (TRITAC), war reserve materiel, and the Air Force Component of the Rapid Deployment Joint Task Force.

Naval Forces

The Naval Forces group includes the Navy's anti-submarine warfare (ASW) and fleet air defense forces, amphibious forces, and supporting forces.

Warships and Antisubmarine Warfare (ASW) Forces

This category contains PEs for surface combatant ships (cruisers, battleships, destroyers, and frigates), fixed wing and helicopter ASW squadrons, attack submarines, mines and mine countermeasures, and tactically supporting forces. Also included are PEs for air-, sea-, and submarine-launched ordnance missiles.

Amphibious Forces

This category contains PEs for amphibious assault ships, supporting ships and tactical support units, coastal/river forces, Navy special warfare forces, the Navy component of the Rapid Deployment Joint Task Force, explosive ordnance disposal forces, and inshore undersea warfare forces.

Naval Support Forces

This category contains PEs for forward logistical support forces, carrier-on-board delivery squadrons, intermediate maintenance activities, fleet support ships, underway replenishment ships, construction forces, deep submergence systems, and fleet telecommunications. Also included are PEs for tactical intelligence, war reserve materiel, and the Navy component of the Joint Tactical Communications Program (TRITAC) program.

Mobility Forces

This category contains PEs for strategic, tactical, and administrative airlift; sealift, and land movement of passengers and cargo by both military and commercial carriers, including military cargo, tanker, and support ships; and the Defense Freight Railway Interchange Fleet. This category also contains PEs for tactical medical airlift squadrons, air and sea port terminal operations, traffic management, integral command and control systems, aerospace rescue and recovery, Air Force special mission forces, and the non-management headquarters activities within the Joint Deployment Agency.

COMMUNICATION AND INTELLIGENCE

This category contains PEs for the centrally managed communications and intelligence gathering activities.

Centrally Managed Communications

This category contains PEs for the long-haul Defense Communications Systems, the military Service's communications systems, satellite communications systems, communications security, communications engineering and installation activities, and the Electromagnetic Compatibility Analysis Center. Excluded are PEs for base and command communications, intelligence communications, intelligence communications, and communications systems dedicated to strategic, tactical, or WWMCCS missions, and management headquarters.

Intelligence

This category contains PEs for the centralized intelligence gathering and analytic agencies and activities of the Department of Defense (DoD), consisting of the Consolidated Cryptologic Program and the General Defense Intelligence Program, including intelligence communications.

COMBAT INSTALLATIONS

This category contains PEs for the operation and maintenance of installations of the strategic, tactical, airlift and sealift commands (Programs 1, 2, and 4), including supporting real property maintenance, base communications, installation audiovisual support, and air traffic control. Also included are resources for installation headquarters administration and installation operational, housekeeping, and service functions.

FORCE SUPPORT TRAINING

This category contains PEs for Air Force and Naval advanced flight training conducted by combat commands; Navy training conducted at sea and ashore in direct support of submarine, surface combatant, surveillance, and mine warfare forces; fleet level training at fleet training centers, submarine schools and anti-submarine warfare schools; and certain Army and Marine Corps unit and force-related training

activities. Included are resources for fleet readiness squadrons, and Air Force combat crew training squadrons.

MEDICAL SUPPORT

This category contains PEs for medical care in DoD regional medical facilities, including medical centers and laboratories; and for medical care to qualified individuals in non-DoD facilities. This category also includes research and development PEs in support of medical research, medical equipment and systems, and health care in station hospitals and medical clinics.

JOINT ACTIVITIES

This category contains PEs for those source manpower billets which are outside of service control. They include manning requirements of such organizations as the Office of the Joint Chiefs of Staff, and the like.

International Military Organizations

This category contains the PEs for the Military Services' support of the headquarters of international military organizations. Examples are: NATO, United Nations Command (Korea).

Unified Commands

This category contains the PEs for the Military Services' support of the headquarters of the unified commands. Examples are: U.S. European Command, U.S. Pacific Command, etc.

Federal Agency Support

This category contains PEs for military and civilian DoD manpower assigned on a reimbursable or nonreimbursable basis to support other federal agencies.

Joint Chiefs of Staff

This category contains the PE codes for the staff of the Chairman, Joint Chiefs of Staff.

OSD/Defense Agencies/Activities

This category contains the PE codes for the Staffs of the Secretary of Defense and Defense Agencies and Activities.

CENTRAL LOGISTICS

This group includes centrally-managed supply, procurement, maintenance, and logistics support activities.

Supply Operations

This category contains PEs for the operation of supply depots and centers, inventory control points, and centralized procurement offices, and for military personnel support to the Defense Logistics Agency (DLA). It also includes resources for POL pipeline and storage operations and other resources specifically identified and measurable to centralized supply operations.

Maintenance Operations

This category contains PEs for the centralized repair, modification, and overhaul of end items of equipment and their components conducted at depots, arsenals, reprocessing facilities and logistic centers.

Logistics Support Operations

This category contains PEs for centralized logistic activities, other than supply and maintenance. Specifically included are PEs for industrial preparedness.

SERVICE MANAGEMENT HEADQUARTERS

This category contains the PEs for the Service combat and supply commands.

Combat Commands

This category contains the PEs for the headquarters of the military Service combat commands, i.e., those in Major Defense Programs 1, 2, and 4. Examples are: U.S. Army, Europe, U.S. Navy, Pacific Fleet; Strategic Air Command.

Support Commands

This category contains the PEs for the headquarters of military Service support commands, i.e., those in Major Defense Programs 3, 6, 7, 8, and 9.

RESEARCH AND DEVELOPMENT

This category also includes PEs for geophysical activities.

Research and Development Activities

This category contains all research and development (Program 6) PEs, except those for weapons systems for which procurement is programmed during the Five Year Defense Program (FYDP) projection and for PEs identifiable to a Support Activities category of the DPPC such as Medical or Personnel Support. Also excluded are operational systems development and other PEs not in Program 6, but containing research and development resources.

Geophysical Activities

This category contains PEs for meteorological, topographic, oceanographic, and navigational activities, including the Defense Meteorological Satellite Program, the Air Force and Navy weather services, navigational satellites, oceanography, and mapping, charting, and geodesy activities.

TRAINING AND PERSONNEL

Individual Training

This category contains the staff and faculty PEs for formal military and technical training and professional education of military personnel conducted under centralized control of Service training commands. PEs include those for recruit training, officer acquisition training (including ROTC), general skill training, flight training, professional development education, health care individual training, and training support activities. This category also includes research and development PEs in support of new or improved training equipment, techniques, and technology.

Personnel Support

This category contains PEs for provision of varied services in support of personnel, including recruiting and examining, the overseas dependents education

program, Section 6 schools, reception centers, disciplinary barracks, centrally-funded welfare and morale programs, the American Forces Information Program, civilian career training and intern programs, and the VEAP program. This category also includes research and development PEs for human factors and personnel development research.

SUPPORT ACTIVITIES

The Support Activities category consists of the base operating support functions for support installations and centralized activities.

Support Installations

This category contains PEs for the operation and maintenance of installations of the auxiliary forces, research and development, logistics, training, and administrative commands (Programs 3, 6, 7, 8, and 9), including supporting real property maintenance, base communications, and installation audiovisual support. Also included in this category are all family housing activities. These PEs include resources for installation headquarters administration; installation operational, housekeeping, and service functions; and commissaries.

Centralized Support Activities

This category contains miscellaneous Service PEs that provide centralized support to multiple missions and functions that do not fit elsewhere. Specifically included are non-management headquarters PEs for combat developments, reserve readiness support, public affairs, personnel administration, audiovisual activities, claims, Service-wide support, and other miscellaneous support.

INDIVIDUALS

This group accounts for military personnel not considered force structure manpower. They are transients, patients, prisoners, holdees, students, trainees, and cadets/midshipmen.

Transients

This category contains only the Transient PE, which consists of active duty military personnel in travel, leave enroute, or temporary duty status (except for training) while on permanent change of station orders.

Patients, Prisoners, and Holdees

This category contains only the Personnel Holding Account PE, which consists of active duty military personnel dropped from the assigned strength of an operational or training unit for reasons of medical, disciplinary, or pre-separation nonavailability.

Trainees, Students, and Cadets/Midshipmen

This category contains active service officer students, active enlisted students, active enlisted trainees, Service academy cadets, midshipmen, active officer accession students, and the reserve components training pipeline personnel.

UNDISTRIBUTED

Manpower not attributable to other DPPC categories.

ARMY RULES FOR APPLICATION OF TACTICAL UNITS (MTOE/TOE) TO OSD PEs AND DPPC¹⁴

BASIC ASSUMPTION

Under current definitions, the Army has no Strategic Forces in the MTOE; therefore, all MTOE units are Program 2, General Purpose Forces, by virtue of the Battle field Missions unless specifically excluded below.

Within Program 2, units in Alaska are carried as follows: Division forces are carried in 202111 (division Alaska) and all other TYPCO 1 units deployed in Alaska are carried in Theater Defense Forces (Alaska).

EXCEPTIONS

- All SOF Units (both Active and Reserve Component) are Program 11, Special Operations Forces.
- All non-SOF Reserve Component MTOE units are Program 5, Guard/ Reserve Forces. Within Program 5, "second position identified codes" that mirror the Active Component FYDP programs _____ IAW these rules.
- The MTMC units at Industrially Funded Facilities are Program 4, Airlift/ Sealift.
- MTOE non-deployable bands are Base Operations functions and will be carried in the appropriate subprogram for the base operations carrier program (e.g., TRADOC = Program 8, FORSCOM = Program 2, AMC = Program 7). These will be carried in a separate base operations "shred" within the Army to ensure that they are not included in MWR appropriated fund support activities. Organic divisional bands are carried in the PE if the parent units and Corps bands that are included in deployable force packages are carried in Tactical Support Admin units (202*19...where * = theater in which it lives in Peacetime).
- Fixed site medical units even though they carry battlefield missions are in Program 8 to ensure that the ASD (Health Affairs) has full visibility of all

¹⁴This document was received from Bunnie Smith, Army PAED and is current as of 1 January 1989.

essential medical assets. Organic medical activities are carried in the FYDP program of the parent tactical unit.

- GDIP/CCP/NFIP units are in Program 3 – Intelligence.
- Garrison security Military Police Companies are Base Operations functions and will be carried in the appropriate FYDP program for the supported installation (e.g., FORSCOM = P2, TRADOC = P8, ISC = P3, AMC = P7 or RDTE.)
- CIDC units are Program 9.
- Communications MTOE units for which the Defense Communications System (DCS) fixed mission is the primary mission have been reported in Program 3. The current OSD PE definition for the DCS PE is "non-tactical." Furthermore, PCD X-8-04 dated 18 July 1988, establishes a Program 2 PE for U.S. Central Command Communications to include theater level supporting DCS units. While it is agreed that these are deployable units, it should be noted that the equivalent units in support of U.S. European Command and U.S. Pacific Command are currently deployed and operating in their wartime configuration.

Two new OSD PE for "Theater support DCS mission communications" are needed for both the Army and USAF to address the overseas DCS unit operations (outside the 50 U.S. States) that remain on the battlefield as the essential long-lines for command and control of the theater by the CINC. Based on the codes established on PCD X-8-04.

In addition to the establishment of the new theater support DCS PE in Program 2, a new DPPC subcategory within Theater Missions should be established for theater DCS communications support. This DPPC should be applicable to all three PEs (the one for CENTCOM as well as the new ones needed for EUCOM and PACOM.)

If the decision is made NOT to create the two additional PEs in program, then we need a new PE within Program 3 to separate the forward deployed DCS units with direct wartime missions in support of the theater battle from the DCS operations within the 50 states. The "tactical theater support DCS missions" should be carried against a theater support DPPC not against non-tactical communications since they are inherent to our ability to achieve success in the theater level war.

NOTE: For the OSD budget submission, DCS common units will be left in P3c in the non-tactical missions PE. We will await OSD approval of new PE in either Program 2 or Program 3c before any action is taken to reassign the units.

PROGRAM ELEMENTS WITH STUDENT/TRAINEE
RESOURCE IDENTIFICATION CODES (RIC)

DPPC	PE CODE	SRVC	PETITLE	RIC	RIC TITLE
TC	0101897	F	TRAINING (OFFENSIVE)	0044	ACTIVE SRVC OFFICER STUDENTS - AIR FORCE
TC	0101897	F	TRAINING (OFFENSIVE)	0134	ACTIVE SRVC ENLISTED STDTS - AIR FORCE
TC	0102897	F	TRAINING (DEFENSIVE)	0044	ACTIVE SRVC OFFICER STUDENTS - AIR FORCE
TC	0102897	F	TRAINING (DEFENSIVE)	0134	ACTIVE SRVC ENLISTED STDTS - AIR FORCE
TC	0204156	N	READINESS SQUADRONS	0042	ACTIVE SRVC OFFICER STUDENTS - NAVY
TC	0204156	N	READINESS SQUADRONS	0132	ACTIVE SRVC ENLISTED STDTS - NAVY
TC	0204156	N	READINESS SQUADRONS	0136	ACTIVE SRVC ENLISTED TRNES - NAVY
TC	0204262	N	READINESS SQUADRONS	0042	ACTIVE SRVC OFFICER STUDENTS - NAVY
TC	0204262	N	READINESS SQUADRONS	0132	ACTIVE SRVC ENLISTED STDTS - NAVY
TC	0204262	N	READINESS SQUADRONS	0136	ACTIVE SRVC ENLISTED TRNES - NAVY
TC	0204633	N	FLEET SUPPORT TRAINING	0042	ACTIVE SRVC OFFICER STUDENTS - NAVY
TC	0204633	N	FLEET SUPPORT TRAINING	0132	ACTIVE SRVC ENLISTED STDTS - NAVY
TC	0204633	N	FLEET SUPPORT TRAINING	0136	ACTIVE SRVC ENLISTED TRNES - NAVY
TC	0206497	M	TRAINING (MARINE)	0043	ACTIVE SRVC OFFICER STUDENTS - MARINE
TC	0207597	F	TRAINING (TACTIAL AIR FORCES)	0044	ACTIVE SRVC OFFICER STUDENTS - AIR FORCE
TC	0207597	F	TRAINING (TACTIAL AIR FORCES)	0134	ACTIVE SRVC ENLISTED STDTS - AIR FORCE
TC	0401897	F	TRAINING	0044	ACTIVE SRVC OFFICER STUDENTS - AIR FORCE
TC	0401897	F	TRAINING	0134	ACTIVE SRVC ENLISTED STDTS - AIR FORCE
TC	0502811	A	DIV ROUNDOUT (ARNG) (AFFIL)	0125	NATL GUARD ACTIVE DUTY/TRNG - ARMY
TC	0502813	A	NON-DIV CBT UNITS (ARNG) (AFFIL)	0125	NATL GUARD ACTIVE DUTY/TRNG - ARMY
TC	0502914	A	TAC SPT FRCS (ARNG) (AFFIL)	0125	NATL GUARD ACTIVE DUTY/TRNG - ARMY
TC	0502921	A	DIVISIONS (ARNG)	0125	NATL GUARD ACTIVE DUTY/TRNG - ARMY
TC	0502923	A	NON-DIV CBT UNITS (ARNG) (NONAFFIL)	0125	NATL GUARD ACTIVE DUTY/TRNG - ARMY
TC	0502924	A	TAC SPT FRCS (ARNG) (NONAFFIL)	0125	NATL GUARD ACTIVE DUTY/TRNG - ARMY
TC	0502981	A	SPECIAL MISSION FORCES (ARNG)	0125	NATL GUARD ACTIVE DUTY/TRNG - ARMY
TC	0508141	M	RECRUIT TRAINING (MCR)	0116	RESERVE ACTIVE DUTY/TRNG - MARINE
TC	0508151	F	RECRUIT TRAINING (ANG)	0127	NATL GUARD ACTIVE DUTY/TRNG - AIR FORCE
TC	0508161	F	RECRUIT TRAINING (AFR)	0121	RESERVE ACTIVE DUTY/TRNG - AIR FORCE
TC	0508892	A	RECRUIT TRAINING (ARNG)	0125	NATL GUARD ACTIVE DUTY/TRNG - ARMY
TC	0508893	A	PROF & SKILL PRGRSN TRNG (ARNG)	0125	NATL GUARD ACTIVE DUTY/TRNG - ARMY
TC	0508897	A	MEDICAL SUPPORT UNITS (ARNG)	0125	NATL GUARD ACTIVE DUTY/TRNG - ARMY
TC	0508984	A	INDIVIDUAL READY RES TRNG (AR)	0126	NATL GUARD ACTIVE DUTY/TRNG - ?
TC	0508992	A	RECRUIT TRAINING (AR)	0107	RESERVE ACTIVE DUTY/TRNG - ARMY
TC	0509891	A	MOBILIZATION BASE UNITS (ARNG)	0125	NATL GUARD ACTIVE DUTY/TRNG - ARMY
TC	0509892	A	RESERVE READINESS SUPPORT (ARNG)	0125	NATL GUARD ACTIVE DUTY/TRNG - ARMY
TC	0804711	A	RECRUIT TRAINING UNITS	0135	ACTIVE SRVC ENLISTED TRNES - ARMY
TC	0804711	F	RECRUIT TRAINING UNITS	0138	ACTIVE SRVC ENLISTED TRNES - AIR FORCE
TC	0804711	M	RECRUIT TRAINING UNITS	0137	ACTIVE SRVC ENLISTED TRNES - MARINE
TC	0804711	N	RECRUIT TRAINING UNITS	0136	ACTIVE SRVC ENLISTED TRNES - NAVY
TC	0804721	A	SERVICE ACADEMIES	0131	ACTIVE SRVC ENLISTED STDTS - ARMY
TC	0804721	A	SERVICE ACADEMIES	0140	U.S. MILITARY ACADEMY STUDENTS - ARMY
TC	0804721	F	SERVICE ACADEMIES	0134	ACTIVE SRVC ENLISTED STDTS - AIR FORCE
TC	0804721	F	SERVICE ACADEMIES	0142	U.S. MILITARY ACADEMY STUDENTS - AIR FRC
TC	0804721	N	SERVICE ACADEMIES	0132	ACTIVE SRVC ENLISTED STDTS - NAVY
TC	0804721	N	SERVICE ACADEMIES	0133	ACTIVE SRVC ENLISTED STDTS - MARINE
TC	0804721	N	SERVICE ACADEMIES	0141	U.S. MILITARY ACADEMY STUDENTS - NAVY
TC	0804722	A	OFF CANDIDATE/TRNG SCHS (OCS/OTS)	0131	ACTIVE SRVC ENLISTED STDTS - ARMY
TC	0804722	F	OFF CANDIDATE/TRNG SCHS (OCS/OTS)	0134	ACTIVE SRVC ENLISTED STDTS - AIR FORCE
TC	0804722	M	OFF CANDIDATE/TRNG SCHS (OCS/OTS)	0133	ACTIVE SRVC ENLISTED STDTS - MARINE
TC	0804722	N	OFF CANDIDATE/TRNG SCHS (OCS/OTS)	0132	ACTIVE SRVC ENLISTED STDTS - NAVY
TC	0804722	N	OFF CANDIDATE/TRNG SCHS (OCS/OTS)	0136	ACTIVE SRVC ENLISTED TRNES - NAVY

PROGRAM ELEMENTS WITH STUDENT/TRAINEE
RESOURCE IDENTIFICATION CODES (RIC)

DPCC	PE CODE	SRVC	PETITLE	RIC	RIC TITLE
TC	0804723	N	RES OFFS TRNG CORPS (RUTC)	0042	ACTIVE SRVC OFFICER STUDENTS - NAVY
TC	0804723	N	RES OFFS TRNG CORPS (RUTC)	0132	ACTIVE SRVC ENLISTED STDTS - NAVY
TC	0804724	F	OTHER COLLEGE COMMISSIONING PRGMS	0134	ACTIVE SRVC ENLISTED STDTS - AIR FORCE
TC	0804724	M	OTHER COLLEGE COMMISSIONING PRGMS	0133	ACTIVE SRVC ENLISTED STDTS - MARINE
TC	0804724	N	OTHER COLLEGE COMMISSIONING PRGMS	0132	ACTIVE SRVC ENLISTED STDTS - NAVY
TC	0804724	N	OTHER COLLEGE COMMISSIONING PRGMS	0136	ACTIVE SRVC ENLISTED TRNES - NAVY
TC	0804731	A	GENERAL SKILL TRAINING	0041	ACTIVE SRVC OFFICER STUDENTS - ARMY
TC	0804731	A	GENERAL SKILL TRAINING	0045	OFFICER ACCESSION STUDENTS - ARMY
TC	0804731	A	GENERAL SKILL TRAINING	0131	ACTIVE SRVC ENLISTED STDTS - ARMY
TC	0804731	A	GENERAL SKILL TRAINING	0135	ACTIVE SRVC ENLISTED TRNES - ARMY
TC	0804731	F	GENERAL SKILL TRAINING	0044	ACTIVE SRVC OFFICER STUDENTS - AIR FORCE
TC	0804731	F	GENERAL SKILL TRAINING	0048	OFFICER ACCESSION STUDENTS - AIR FORCE
TC	0804731	F	GENERAL SKILL TRAINING	0134	ACTIVE SRVC ENLISTED STDTS - AIR FORCE
TC	0804731	F	GENERAL SKILL TRAINING	0138	ACTIVE SRVC ENLISTED TRNES - AIR FORCE
TC	0804731	M	GENERAL SKILL TRAINING	0043	ACTIVE SRVC OFFICER STUDENTS - MARINE
TC	0804731	M	GENERAL SKILL TRAINING	0133	ACTIVE SRVC ENLISTED STDTS - MARINE
TC	0804731	M	GENERAL SKILL TRAINING	0137	ACTIVE SRVC ENLISTED TRNES - MARINE
TC	0804731	N	GENERAL SKILL TRAINING	0042	ACTIVE SRVC OFFICER STUDENTS - NAVY
TC	0804731	N	GENERAL SKILL TRAINING	0046	OFFICER ACCESSION STUDENTS - NAVY
TC	0804731	N	GENERAL SKILL TRAINING	0132	ACTIVE SRVC ENLISTED STDTS - NAVY
TC	0804731	N	GENERAL SKILL TRAINING	0136	ACTIVE SRVC ENLISTED TRNES - NAVY
TC	0804733	A	GENERAL INTELLIGENCE SKILL TRNG	0041	ACTIVE SRVC OFFICER STUDENTS - ARMY
TC	0804733	A	GENERAL INTELLIGENCE SKILL TRNG	0135	ACTIVE SRVC ENLISTED TRNES - ARMY
TC	0804733	F	GENERAL INTELLIGENCE SKILL TRNG	0048	OFFICER ACCESSION STUDENTS - AIR FORCE
TC	0804733	F	GENERAL INTELLIGENCE SKILL TRNG	0138	ACTIVE SRVC ENLISTED TRNES - AIR FORCE
TC	0804733	M	GENERAL INTELLIGENCE SKILL TRNG	0043	ACTIVE SRVC OFFICER STUDENTS - MARINE
TC	0804733	M	GENERAL INTELLIGENCE SKILL TRNG	0133	ACTIVE SRVC ENLISTED STDTS - MARINE
TC	0804733	M	GENERAL INTELLIGENCE SKILL TRNG	0137	ACTIVE SRVC ENLISTED TRNES - MARINE
TC	0804733	N	GENERAL INTELLIGENCE SKILL TRNG	0042	ACTIVE SRVC OFFICER STUDENTS - NAVY
TC	0804733	N	GENERAL INTELLIGENCE SKILL TRNG	0046	OFFICER ACCESSION STUDENTS - NAVY
TC	0804733	N	GENERAL INTELLIGENCE SKILL TRNG	0132	ACTIVE SRVC ENLISTED STDTS - NAVY
TC	0804733	N	GENERAL INTELLIGENCE SKILL TRNG	0136	ACTIVE SRVC ENLISTED TRNES - NAVY
TC	0804734	A	CRYPTO/SIGINT-RELATED SKILL TRNG	0131	ACTIVE SRVC ENLISTED STDTS - ARMY
TC	0804734	A	CRYPTO/SIGINT-RELATED SKILL TRNG	0135	ACTIVE SRVC ENLISTED TRNES - ARMY
TC	0804734	F	CRYPTO/SIGINT-RELATED SKILL TRNG	0048	OFFICER ACCESSION STUDENTS - AIR FORCE
TC	0804734	F	CRYPTO/SIGINT-RELATED SKILL TRNG	0134	ACTIVE SRVC ENLISTED STDTS - AIR FORCE
TC	0804734	F	CRYPTO/SIGINT-RELATED SKILL TRNG	0138	ACTIVE SRVC ENLISTED TRNES - AIR FORCE
TC	0804734	M	CRYPTO/SIGINT-RELATED SKILL TRNG	0043	ACTIVE SRVC OFFICER STUDENTS - MARINE
TC	0804734	M	CRYPTO/SIGINT-RELATED SKILL TRNG	0133	ACTIVE SRVC ENLISTED STDTS - MARINE
TC	0804734	M	CRYPTO/SIGINT-RELATED SKILL TRNG	0137	ACTIVE SRVC ENLISTED TRNES - MARINE
TC	0804734	N	CRYPTO/SIGINT-RELATED SKILL TRNG	0042	ACTIVE SRVC OFFICER STUDENTS - NAVY
TC	0804734	N	CRYPTO/SIGINT-RELATED SKILL TRNG	0046	OFFICER ACCESSION STUDENTS - NAVY
TC	0804734	N	CRYPTO/SIGINT-RELATED SKILL TRNG	0132	ACTIVE SRVC ENLISTED STDTS - NAVY
TC	0804734	N	CRYPTO/SIGINT-RELATED SKILL TRNG	0136	ACTIVE SRVC ENLISTED TRNES - NAVY
TC	0804735	F	UNDERGRADUATE SPACE TRAINING	0048	OFFICER ACCESSION STUDENTS - AIR FORCE
TC	0804741	A	UNDERGRADUATE PILOT TRAINING (UPT)	0041	ACTIVE SRVC OFFICER STUDENTS - ARMY
TC	0804741	A	UNDERGRADUATE PILOT TRAINING (UPT)	0131	ACTIVE SRVC ENLISTED STDTS - ARMY
TC	0804741	F	UNDERGRADUATE PILOT TRAINING (UPT)	0048	OFFICER ACCESSION STUDENTS - AIR FORCE
TC	0804742	F	UNDERGRADUATE NAVIGATOR/NFO TRNG (UNT)	0048	OFFICER ACCESSION STUDENTS - AIR FORCE
TC	0804742	N	UNDERGRADUATE NAVIGATOR/NFO TRNG (UNT)	0042	ACTIVE SRVC OFFICER STUDENTS - NAVY
TC	0804742	N	UNDERGRADUATE NAVIGATOR/NFO TRNG (UNT)	0043	ACTIVE SRVC OFFICER STUDENTS - MARINE
TC	0804742	N	UNDERGRADUATE NAVIGATOR/NFO TRNG (UNT)	0046	OFFICER ACCESSION STUDENTS - NAVY

PROGRAM ELEMENTS WITH STUDENT/TRAINEE
RESOURCE IDENTIFICATION CODES (RIC)

DFPC	PE CODE	SRVC	PETITLE	RIC	RIC TITLE
TC	0804742	N	UNDERGRADUATE NAVIGATOR/NFO TRNG (UNT)	0132	ACTIVE SRVC ENLISTED STDTS - NAVY
TC	0804742	N	UNDERGRADUATE NAVIGATOR/NFO TRNG (UNT)	0133	ACTIVE SRVC ENLISTED STDTS - MARINE
TC	0804742	N	UNDERGRADUATE NAVIGATOR/NFO TRNG (UNT)	0136	ACTIVE SRVC ENLISTED TRNES - NAVY
TC	0804743	F	OTHER FLIGHT TRAINING	0044	ACTIVE SRVC OFFICER STUDENTS - AIR FORCE
TC	0804743	N	OTHER FLIGHT TRAINING	0042	ACTIVE SRVC OFFICER STUDENTS - NAVY
TC	0804743	N	OTHER FLIGHT TRAINING	0132	ACTIVE SRVC ENLISTED STDTS - NAVY
TC	0804743	N	OTHER FLIGHT TRAINING	0136	ACTIVE SRVC ENLISTED TRNES - NAVY
TC	0804744	F	EURO-NATO JOINT JET PILOT TRAINING	0048	OFFICER ACCESSION STUDENTS - AIR FORCE
TC	0804745	N	UNDERGRAD PILOT TRNG (UPT) - STRIKE	0042	ACTIVE SRVC OFFICER STUDENTS - NAVY
TC	0804745	N	UNDERGRAD PILOT TRNG (UPT) - STRIKE	0043	ACTIVE SRVC OFFICER STUDENTS - MARINE
TC	0804745	N	UNDERGRAD PILOT TRNG (UPT) - STRIKE	0046	OFFICER ACCESSION STUDENTS - NAVY
TC	0804745	N	UNDERGRAD PILOT TRNG (UPT) - STRIKE	0132	ACTIVE SRVC ENLISTED STDTS - NAVY
TC	0804745	N	UNDERGRAD PILOT TRNG (UPT) - STRIKE	0136	ACTIVE SRVC ENLISTED TRNES - NAVY
TC	0804745	N	UNDERGRAD PILOT TRNG (UPT) - STRIKE	0144	AVIATION CADETS - NAVY
TC	0804746	N	UNDERGRAD PILOT TRNG (UPT) - MARITIME	0043	ACTIVE SRVC OFFICER STUDENTS - MARINE
TC	0804746	N	UNDERGRAD PILOT TRNG (UPT) - MARITIME	0046	OFFICER ACCESSION STUDENTS - NAVY
TC	0804746	N	UNDERGRAD PILOT TRNG (UPT) - MARITIME	0132	ACTIVE SRVC ENLISTED STDTS - NAVY
TC	0804746	N	UNDERGRAD PILOT TRNG (UPT) - MARITIME	0136	ACTIVE SRVC ENLISTED TRNES - NAVY
TC	0804746	N	UNDERGRAD PILOT TRNG (UPT) - MARITIME	0144	AVIATION CADETS - NAVY
TC	0804747	N	UNDERGRAD PILOT TRNG (UPT) - ROTARY	0043	ACTIVE SRVC OFFICER STUDENTS - MARINE
TC	0804747	N	UNDERGRAD PILOT TRNG (UPT) - ROTARY	0046	OFFICER ACCESSION STUDENTS - NAVY
TC	0804747	N	UNDERGRAD PILOT TRNG (UPT) - ROTARY	0132	ACTIVE SRVC ENLISTED STDTS - NAVY
TC	0804747	N	UNDERGRAD PILOT TRNG (UPT) - ROTARY	0136	ACTIVE SRVC ENLISTED TRNES - NAVY
TC	0804747	N	UNDERGRAD PILOT TRNG (UPT) - ROTARY	0144	AVIATION CADETS - NAVY
TC	0804748	F	FLIGHT SCREENING	0134	ACTIVE SRVC ENLISTED STDTS - AIR FORCE
TC	0804751	A	PROFESSIONAL MILITARY EDUCATION	0041	ACTIVE SRVC OFFICER STUDENTS - ARMY
TC	0804751	A	PROFESSIONAL MILITARY EDUCATION	0131	ACTIVE SRVC ENLISTED STDTS - ARMY
TC	0804751	F	PROFESSIONAL MILITARY EDUCATION	0044	ACTIVE SRVC OFFICER STUDENTS - AIR FORCE
TC	0804751	F	PROFESSIONAL MILITARY EDUCATION	0134	ACTIVE SRVC ENLISTED STDTS - AIR FORCE
TC	0804751	M	PROFESSIONAL MILITARY EDUCATION	0043	ACTIVE SRVC OFFICER STUDENTS - MARINE
TC	0804751	M	PROFESSIONAL MILITARY EDUCATION	0133	ACTIVE SRVC ENLISTED STDTS - MARINE
TC	0804751	N	PROFESSIONAL MILITARY EDUCATION	0042	ACTIVE SRVC OFFICER STUDENTS - NAVY
TC	0804751	N	PROFESSIONAL MILITARY EDUCATION	0132	ACTIVE SRVC ENLISTED STDTS - NAVY
TC	0804752	A	OTHER PROFESSIONAL EDUCATION	0041	ACTIVE SRVC OFFICER STUDENTS - ARMY
TC	0804752	F	OTHER PROFESSIONAL EDUCATION	0044	ACTIVE SRVC OFFICER STUDENTS - AIR FORCE
TC	0804752	M	OTHER PROFESSIONAL EDUCATION	0043	ACTIVE SRVC OFFICER STUDENTS - MARINE
TC	0804752	M	OTHER PROFESSIONAL EDUCATION	0133	ACTIVE SRVC ENLISTED STDTS - MARINE
TC	0804752	N	OTHER PROFESSIONAL EDUCATION	0042	ACTIVE SRVC OFFICER STUDENTS - NAVY
TC	0804752	N	OTHER PROFESSIONAL EDUCATION	0132	ACTIVE SRVC ENLISTED STDTS - NAVY
TC	0804752	N	OTHER PROFESSIONAL EDUCATION	0136	ACTIVE SRVC ENLISTED TRNES - NAVY
TC	0804751	A	INTEG RECRUIT TRNG & SKILL TRNG UNITS	0135	ACTIVE SRVC ENLISTED TRNES - ARMY
TC	0804771	N	SPT OF THE TRNG ESTAB	0042	ACTIVE SRVC OFFICER STUDENTS - NAVY
TC	0804771	N	SPT OF THE TRNG ESTAB	0132	ACTIVE SRVC ENLISTED STDTS - NAVY
TC	0805796	F	BASE OPERATIONS - TRAINING	0130	ACTIVE SRVC ENLISTED TRNES - AIR FORCE
TC	0806721	N	USUHS	0041	ACTIVE SRVC OFFICER STUDENTS - ARMY
TC	0806721	N	USUHS	0042	ACTIVE SRVC OFFICER STUDENTS - NAVY
TC	0806721	N	USUHS	0044	ACTIVE SRVC OFFICER STUDENTS - AIR FORCE
TC	0806731	A	EDUCATION & TRAINING - HEALTH CARE	0041	ACTIVE SRVC OFFICER STUDENTS - ARMY
TC	0806731	A	EDUCATION & TRAINING - HEALTH CARE	0131	ACTIVE SRVC ENLISTED STDTS - ARMY
TC	0806731	A	EDUCATION & TRAINING - HEALTH CARE	0135	ACTIVE SRVC ENLISTED TRNES - ARMY
TC	0806731	F	EDUCATION & TRAINING - HEALTH CARE	0044	ACTIVE SRVC OFFICER STUDENTS - AIR FORCE
TC	0806731	F	EDUCATION & TRAINING - HEALTH CARE	0130	OFFICER ACCESSION STUDENTS - AIR FORCE

PROGRAM ELEMENTS WITH STUDENT/TRAINEE
RESOURCE IDENTIFICATION CODES (RIC)

FE CODE	SRVC	PETITLE	RIC	RIC TITLE
0806761	F	EDUCATION & TRAINING - HEALTH CARE	0134	ACTIVE SRVC ENLISTED STDTS - AIR FORCE
0806761	F	EDUCATION & TRAINING - HEALTH CARE	0138	ACTIVE SRVC ENLISTED TRNES - AIR FORCE
0806761	N	EDUCATION & TRAINING - HEALTH CARE	0042	ACTIVE SRVC OFFICER STUDENTS - NAVY
0806761	N	EDUCATION & TRAINING - HEALTH CARE	0132	ACTIVE SRVC ENLISTED STDTS - NAVY
0806761	N	EDUCATION & TRAINING - HEALTH CARE	0136	ACTIVE SRVC ENLISTED TRNES - NAVY
0806861	F	EDUCATION & TRAINING - HEALTH CARE	0044	ACTIVE SRVC OFFICER STUDENTS - AIR FORCE
0809712	A	SERVICE SUPPORT TO USUHS	0041	ACTIVE SRVC OFFICER STUDENTS - ARMY
0809712	F	SERVICE SUPPORT TO USUHS	0048	OFFICER ACCESSION STUDENTS - AIR FORCE
0809712	N	SERVICE SUPPORT TO USUHS	0046	OFFICER ACCESSION STUDENTS - NAVY
1100411	A	ONGOING OPERATIONAL ACTS - GUARD	0125	NATL GUARD ACTIVE DUTY/TRNG - ARMY
1100611	A	ONGOING OPERATIONAL ACTS - RESERVE	0107	RESERVE ACTIVE DUTY/TRNG - ARMY

APPENDIX B

OTHER STRUCTURES

Appendix B is composed of two parts. Part 1 addresses the various other structures used by OSD or the Services to array resources. The structures are briefly described, and when possible the actual categories of the structure have been included. The structures discussed in this appendix are:

- DoD Budget Activities
- Navy Activity Groups/Subactivity Groups
- OSD Four Pillars
- OSD Major Mission Areas
- Advanced Defense Resource Model (ADRM) Aggregate Elements
- Congressional Budget Office (CBO) Aggregate Elements.

Part 2 contains the full substructure of the Major Defense Programs and the Defense Mission Categories.

PART 1. ALTERNATIVE STRUCTURES

DESCRIPTION OF ALTERNATIVE STRUCTURES: BUDGET ACTIVITIES

NAME OF STRUCTURE: Budget Activities
OWNER: Assistant Secretary of Defense (Comptroller)
USER(S): All DoD

CHARACTERISTICS

Budget Activities are frequently identified as an alternative structure for arraying Program Element-based data. This structure has the advantage of being familiar to participants in the DoD budget process, and is already used in developing data arrays for OSD and the Congress. The Budget Activity structure is managed by the Office of the Assistant Secretary of Defense (OASD) (Comptroller).

According to the OASD (C), OSD uses budget activities to show the major elements of the Program and Financing in each Appropriation, as part of the DoD budget submission.

The activity structure is developed individually for each appropriation or fund account to provide a meaningful presentation of information for the program being financed. That structure is tailored to the individual account and is not uniform across the Government.¹

The specific budget activities vary according to the appropriation, with some closely related to the MFPs and others bearing no resemblance to this structure. DoD organizations rearray PE-based data according to the direction of the ASD(C), however, once summarized by Budget Activity, there is no way of relating the data to specific PEs. Because of the structure of the Budget Activities, PE-based resources are actually split among various activities.

The budget activities associated with each Appropriation category in the FY90 and FY91 President's Budget are listed below.

¹SOURCE: "Budget of the United States Government - Fiscal Years 1990 and 1991 (APPENDIX)." Page 1-3.

BUDGET ACTIVITIES BY APPROPRIATION - FY1990-1991

MILITARY PERSONNEL - ACTIVE FORCES

Direct Program²

00.01	Pay and Allowances of Officers
00.02	Pay and Allowances of Enlisted Personnel
00.03	Pay and Allowances of Cadets
00.04	Subsistence of Enlisted Personnel
00.05	Permanent Change of Station Travel
00.06	Other Military Personnel Costs

MILITARY PERSONNEL - RESERVE FORCES

Reserve Personnel²

Direct Program

00.01	Unit and Individual Training
00.02	Other Training and Support

National Guard Personnel²

Direct Program

00.01	Unit and Individual Training
00.02	Other Training and Support

OPERATION AND MAINTENANCE

Operation and Maintenance, Army

Direct Program

00.02	General Purpose Forces
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²Same categories applied for Army, Navy, Marine Corps, and Air Force submissions.

00.03	Intelligence and Communications
00.07	Central Supply and Maintenance
00.09	Administration and Associated Activities
00.10	Support of Other Nations
00.11	Special Operations Forces

Operation and Maintenance, Navy

Direct Program

00.01	Strategic Forces
00.02	General Purpose Forces
00.03	Communications and Intelligence
00.04	Airlift and Sealift
00.07	Central Supply and Maintenance
00.08	Training, Medical, and Other General Personnel Activities
00.09	Administration and Associated Activities
00.10	Support of Other Nations
00.11	Special Operations Forces

Operations and Maintenance, Marine Corps

Direct Program

00.02	General Purpose Forces
00.07	Central Supply and Maintenance
00.08	Training, Medical, and Other General Personnel Activities
00.09	Administration and Associated Activities

Operations and Maintenance, Air Force

Direct Program

00.01	Strategic Forces
00.02	General Purpose Forces
00.03	Communications and Intelligence
00.04	Airlift and Sealift
00.07	Central Supply and Maintenance
00.08	Training, Medical, and other General Personnel Activities
00.09	Administration and Associated Activities
00.10	Support of Other Nations
00.11	Special Operations Forces

Operations and Maintenance, Defense Agencies

Direct Program

00.02	General Purpose Forces, Joint Chiefs of Staff
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Intelligence and Communications

00.03	Defense Investigative Service
00.03	Defense Mapping Agency
00.03	Intelligence and Communications Activities
00.03	On-Site Inspection Agency
00.07	Central Supply and Maintenance: Defense Logistics Agency

Training, Medical, and Other General Personnel Activities

00.08	Department of Defense Dependents Schools
00.08	American Forces Information Service
00.08	Defense Medical Systems Support Activities
00.08	Uniformed Services University of the Health Sciences

Administration and Associated Activities

00.09	Secretary of Defense
00.09	Office of Economic Adjustment
00.09	Washington Headquarters Service
00.09	Joint Chiefs of Staff
00.09	Defense Contract Audit Agency
00.09	Defense Legal Services Agency
00.09	Office of the Inspector General
00.09	Defense Information Services Activity
00.09	Defense Technology Security Administration

Office of the Inspector General

Direct Program

00.01	Operations and Maintenance
00.02	Procurement

Operations and Maintenance, Army Reserve³

Direct Program

00.01	Mission Forces
00.02	Depot Maintenance
00.03	Other Support

Operations and Maintenance, Army National Guard

Direct Program

00.01	Training operations
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³Also used by Navy Reserve and Air Force Reserve.

00.02	Logistics Support
00.03	Headquarters and Command Support
00.04	Medical Support

Operations and Maintenance, Air National Guard

Direct Program

00.01	Mission Forces
00.02	Depot Maintenance
00.03	Other Support

National Board for the Promotion of Rifle Practice, Army

No Separate Activities

Court of Military Appeals

No Separate Activities

Goodwill Games

No Separate Activities

Department of Defense Base Closure Account

07.02	Base Operations
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Environment Restoration, Defense

No Separate Activities

PROCUREMENT

Aircraft Procurement, Army

Direct Program

- | | |
|-------|----------------------------------|
| 00.01 | Aircraft |
| 00.02 | Modification of Aircraft |
| 00.03 | Spares and Repair Parts |
| 00.04 | Support Equipment and Facilities |

Missile Procurement, Army

Direct Program

- | | |
|-------|----------------------------------|
| 00.01 | Other Missiles |
| 00.02 | Modification of Missiles |
| 00.03 | Spares and Repair Parts |
| 00.04 | Support Equipment and Facilities |

Procurement of Weapons and Tracked Combat Vehicles, Army

Direct Program

- | | |
|-------|-----------------------------------|
| 00.01 | Tracked Combat Vehicles |
| 00.02 | Weapons and Other Combat Vehicles |

Procurement of Ammunition, Army

Direct Program

- | | |
|-------|------------------------------------|
| 00.01 | Ammunition |
| 00.02 | Ammunition Production Base Support |

Other Procurement, Army

Direct Program

- | | |
|-------|--|
| 00.01 | Tactical and Support Vehicles |
| 00.02 | Communications and Electronics Equipment |
| 00.03 | Other Support Equipment |

Aircraft Procurement, Navy

Direct Program

- | | |
|-------|---|
| 00.01 | Combat Aircraft |
| 00.02 | Airlift Aircraft |
| 00.03 | Trainer Aircraft |
| 00.04 | Other Aircraft |
| 00.05 | Modification of Aircraft |
| 00.06 | Aircraft Spares and Repair Parts |
| 00.07 | Aircraft Support Equipment and Facilities |

Weapons Procurement, Navy

Direct Program

- | | |
|-------|---------------------------------|
| 00.01 | Ballistic Missiles |
| 00.02 | Other Missiles |
| 00.03 | Torpedoes and Related Equipment |
| 00.04 | Other Weapons |
| 00.05 | Spares and Repair Parts |

Shipbuilding and Conversion, Navy

Direct Program

- | | |
|-------|--|
| 00.01 | Fleet Ballistic Missile Ships |
| 00.02 | Other Warships |
| 00.03 | Amphibious Ships |
| 00.04 | Mine Warfare and Patrol Ships |
| 00.05 | Auxiliaries, Craft, and Prior-Year Program Costs |

Other Procurement, Navy

Direct Program

- | | |
|-------|---|
| 00.01 | Ships Support Equipment |
| 00.02 | Communications and Electronics |
| 00.03 | Aviation Support Equipment |
| 00.04 | Ordnance Support Equipment |
| 00.05 | Civil Engineering Support Equipment |
| 00.06 | Supply Support Equipment |
| 00.07 | Personnel and Command Support Equipment |
| 00.08 | Spares and Repair Parts |

Procurement, Marine Corps

Direct Program

- | | |
|-------|--|
| 00.01 | Ammunition |
| 00.02 | Weapons and Combat Vehicles |
| 00.03 | Guided Missiles and Equipment |
| 00.04 | Communications and Electronics Equipment |

- 00.05 Support Vehicles
- 00.06 Engineer and Other Equipment
- 00.07 Spares and Repair Parts

Aircraft Procurement, Air Force

Direct Program

- 00.01 Combat Aircraft
- 00.02 Airlift Aircraft
- 00.03 Trainer Aircraft
- 00.04 Other Aircraft
- 00.05 Modification of Inservice Aircraft
- 00.06 Aircraft Spares and Repair Parts
- 00.07 Aircraft Support Equipment and Facilities

Missile Procurement, Air Force

Direct Program

- 00.01 Ballistic Missiles
- 00.02 Other Missiles
- 00.03 Modification of Inservice Missiles
- 00.04 Spares and Repair Parts
- 00.05 Other Support

Other Procurement, Air Force

Direct Program

- 00.01 Munitions and Associated Equipment
- 00.02 Vehicular Equipment

- 00.03 Electronics and Telecommunications Equipment
- 00.04 Other Base Maintenance and Support Equipment

Procurement, Defense Agencies

Direct Program

- 00.01 Major Equipment

National Guard and Reserve Equipment

Direct Program

- 00.01 Reserve Equipment
- 00.02 National Guard Equipment

RESEARCH, DEVELOPMENT, TEST, AND EVALUATION

RDT&E, Army⁴

Direct Program

- 00.01 Technology Base
- 00.02 Advanced Technology Development
- 00.03 Strategic Programs
- 00.04 Tactical Programs
- 00.05 Intelligence and Communications
- 00.06 Defense-Wide Mission Support

Developmental Test and Evaluation, Defense

- 00.06 Total Direct Obligations-Defense-Wide Mission Support

⁴Same categories used for RDT&E, Navy; RDT&E, Air Force; and RDT&E, Defense Agencies

Operational Test and Evaluation, Defense

00.06 Defense-Wide Mission Support

MILITARY CONSTRUCTION

Military Construction, Army⁵

Direct Program

00.01 Major Construction
00.02 Minor Construction
00.03 Planning
00.04 Supporting Activities

Military Construction, Army National Guard⁶

Direct Program

00.01 Major Construction
00.02 Minor Construction
00.03 Planning

⁵Same categories used in Military Construction, Navy; Military Construction, Air Force; and Military Construction, Defense Agencies.

⁶Same categories used in Military Construction, Air National Guard; Military Construction, Army Reserve; Military Construction, Navy Reserve; and Military Construction, Air Force Reserve.

FAMILY HOUSING, DEFENSE

Family Housing, Army⁷

Direct Program

Construction

- 01.01 Construction of New Housing
- 01.02 Construction Improvements
- 01.03 Planning

Family Housing, Defense Agencies

Direct Program

Construction

- 01.01 Construction of New Housing
- 01.02 Construction Improvements

Homeowners Assistance Fund, Defense

Operating Expense

- 01.01 Payment to Homeowners (Private Sale and Foreclosure Assistance)
- 01.02 Other Operating Costs

SPECIAL FOREIGN CURRENCY PROGRAM

- 10.00 Research - Total Obligations

⁷Same categories used in Family Housing, Navy and Marine Corps; and Family Housing, Air Force.

REVOLVING AND MANAGEMENT FUNDS

Program Expenses

01.01	Acquisition and Relocation
01.02	Operating Expenses
01.03	Research Grants

William Langer Jewel Bearing Plant Revolving Fund

01.01	Operating Expenses: Sales Program
01.02	Capital Inventory: Sales Program - Purchase of Equipment

Laundry Service, Naval Academy

10.00	Total Obligations
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DESCRIPTION OF ALTERNATIVE STRUCTURES: ACTIVITY GROUPS/SUBACTIVITY GROUPS

NAME OF STRUCTURE: Activity Groups/Subactivity Groups (AG/SAG)

OWNER: Chief of Naval Operations (OP-80)/Comptroller of the Navy

USER(S): All Navy Organizations

CHARACTERISTICS

History

The AG/SAG structure was instituted in October 1980, replacing the Navy's Budget Classification Code (BCC). The new structure was adopted to reflect current program/budget identification requirements and to provide a vehicle for compatible budget execution, accounting, and reporting. The AG/SAG structure is used for Operations and Maintenance (Navy); and Operations and Maintenance (Naval Reserve), appropriations for the POM; for budget development and the FYDP; for Military Personnel, Navy and Reserve Personnel, Navy costing; and for civilian and military manpower. This financial structure is intended to represent functional areas displayed in the Department of the Navy budget.

Uses and Constraints

- Used in monitoring budget data. Breaks down budget into smaller units, grouping resources into Functional Areas [Activity Groups (AG)]. AGs generally fall within the nine Budget Appropriations.
- Rearrays PE-based resource data into alternative form. There is no one-to-one correlation between SAFs and PEs; however, there are general relationships between AGs and MFP. At the PE level, multiple PEs may be related to a single SAF, and multiple SAFs may be related to a single PE. The relationship is managed through a distribution algorithm that rearrays AG/SAG data by PE and vice versa.

- **AG/SAGs are used by the NAVCOMPT/OP-80 budget managers and programmers, while the Resource Sponsors use the PEs.**

DESCRIPTION OF ALTERNATIVE STRUCTURES: FOUR PILLARS

NAME OF STRUCTURE: Four Pillars

OWNER: Under Secretary of Defense (Acquisition)

USER(S): Under Secretary of Defense (Acquisition), OASD (P&L)
Program & Budget Integration

CHARACTERISTICS

History

The Four Pillars structure is based on the concept of the Four Pillars of the Defense Guidance: Force Structure, Modernization, Readiness and Sustainability. In this context, Readiness refers to operations and maintenance, and Sustainability refers to those activities related to wartime readiness, such as surging of industrial production, and not to day-to-day activities. The Four Pillars structure is used as a mechanism for highlighting trade-offs among the four categories.

The original structure dates back to the early 1980s, as a response to the Administration's emphasis on hardware and major weapons systems support, as opposed to logistics and manpower.

Uses and Constraints

USD(A) has special needs for arraying resources which differ from those of other DoD organizations. The primary interest of USD(A) in analyzing resources is arraying dollars. Mission-oriented structures have tended to be of limited utility for many of the USD(A) budget analyses because equipment and materiel are frequently not identified with a single mission. From the perspective of some members of the OSD materiel acquisition community, PE-based analyses tend to be "quasi-mission oriented/quasi-functionally oriented."

The USD(A) orientation is to consider dollars in terms of Investment or Acquisition resources and Operations and Maintenance resources. Manpower costs

are considered part of operating costs in this regard. A number of structures have been developed to assist in the analysis of resources, reflecting the interests of various acquisition organizations. The Four Pillars structure is one of these structures. (Another such structure is the Major Mission Areas.)

The Four Pillars structure does not rely on FYDP data exclusively, but rather uses data from a variety of sources. In addition, not all of the data are PE-based. Data are extracted from the FYDP procurement annex, as well as being generated by the Services. Memo-type data not visible in the FYDP is also used.

The structure continues to be refined, and current plans call for it to be expanded in the areas of acquisition and modernization. The basic structure of the Four Pillars is listed below.

USD(A) FOUR PILLARS STRUCTURE

Code	Category title	Data source
1000	FORCE STRUCTURE EQUIPPING & MODERNIZATION	
1100	Research and Development	
1110	Strategic Forces R&D	FYDP
1120	Tactical Forces & Other R&D	FYDP
1130	Special Activity R&D	FYDP
1200	Modernization Procurement	
1210	Major Strategic Systems Procurement	Proc Annex
1220	Tactical Forces and Other Procurement	Proc Annex
1227	Contingencies: Acquisition Improvement	Manual
1230	Special Activity Procurement	Proc Annex
1300	Major Systems MILCON	FYDP
2000	MATERIAL READINESS	
2100	Peacetime Force Operations & Training	
2110	Force Operations Logistic Support	FYDP
2120	Unit Training Readiness	
2121	Fuel	Manual
2122	Training Ammunition	Manual
2200	Centrally Managed Materiel Readiness	
2210	Peacetime Spares	Proc Annex
2211	Initial Spares	
2212	Peacetime Replenishment Spares	
2220	Depot Maintenance	FYDP/Manual
2230	Stock Fund Inventory Augmentation	FYDP
2300	Equipment Modification and Alteration	
2310	Aircraft Modification	Proc Annex
2311	Aircraft R&M Modifications	
2312	Other Aircraft Modifications	
2320	Shipboard Refit Equipment	Proc Annex
2330	Ship Conversions	Proc Annex
2340	Other Equipment Modifications	Proc Annex
2400	Central Supply and Logistics Support	
2410	Central Supply Operations	FYDP
2420	Transportation	FYDP

Source: Defense Budget Structures, Draft Paper, USD(A)/PI, 19 July 1984.

Note: Proc Annex = Procurement Annex; MANUAL = Manually Inserted Data; Blanks indicate unidentified data sources.

USD(A) FOUR PILLARS STRUCTURE (Continued)

Code	Category title	Data source
2430	Other Logistic Support Activities	FYDP
2500	Logistic Support Equipment	
2510	Aircraft Ground Support Equipment	Proc Annex
2520	Vehicles	Proc Annex
2530	Construction Equipment	Proc Annex
2540	Materials Handling Equipment	Proc Annex
2550	Maintenance Support Equipment	Proc Annex
2551	Test Equipment	
2552	Depot Modernization Equipment	
2560	Non-tactical ADPE	
2561	Non-tactical ADPE	Proc Annex
2562	ADPE Acquisition Fund	FYDP
2570	Productivity Investment	
2571	Productivity Investment	Proc Annex
2577	Contingencies: Productivity Investment	Manual
3000	MATERIEL SUSTAINABILITY	
3100	Procurement of War Reserve Materiel	
3110	War Reserve Materiel: Munitions, etc.	Proc Annex
3111	Ammunition	
3112	Tactical Missiles	
3113	Torpedoes, Sonobuoys, etc.	
3114	Aircraft Consumables	
3120	War Reserve Material: Spares	Proc Annex
3130	War Reserve Consumables	FYDP
3200	Industrial Preparedness	
3210	Production Base Investment	Proc Annex
3220	Industrial Preparedness Operations	FYDP
3230	Defense Production Act Purchases	Proc Annex
3247	Contingencies: Industrial Preparedness	Manual
4000	MILITARY MANPOWER AND MANPOWER SUPPORT	
4100	Military Manpower	Manual
4200	Training and Personnel Support Operation	
4210	Recruiting, Examining, etc.	FYDP

Source: Defense Budget Structures, Draft Paper, USD(A)/PI, 19 July 1984.

Note: Proc Annex = Procurement Annex; MANUAL = Manually Inserted Data; Blanks indicate unidentified data sources

USD(A) FOUR PILLARS STRUCTURE (Continued)

Code	Category title	Data source
4220	Individual Training	FYDP
4230	Medical Activities	FYDP
4240	Other Personnel Support Activities	FYDP
4300	Training and Manpower Support Equipment	Proc Annex
5000	FACILITIES & OTHER SUPPORT	
5100	Facilities Construction	
5110	Military Construction	FYDP
5117	Contingencies: Defense Relocation	Manual
5120	Family Housing Construction	FYDP
5200	Facilities Maintenance and Other BOS	
5210	Real Property Maintenance Activities	FYDP
5220	Other Base Operating Support	FYDP
5230	Family Housing Operations and Maintenance	FYDP
5240	Environmental Restoration Account	FYDP
5300	Other Support	
5310	Communications, Intelligence, etc.	FYDP
5320	Administration & Other Support	FYDP
5400	O&M Financial Adjustments	
5410	Industrial Fund/Stock Fund Pass Through	FYDP/Manual
5420	Foreign Currency Fluctuations	FYDP
6000	RETIRED PAY	
6100	Retired Pay, Defense	
7000	UNDISTRIBUTED CONTINGENCIES	
7800	Pay Raises	
7801	Military Pay Raises	Manual
7802	Civilian Pay Raises	Manual
7899	Other Undistributed Contingencies	Manual

Source: Defense Budget Structures, Draft Paper, USD(A)/PI, 19 July 1984

Note: Proc Annex = Procurement Annex; MANUAL = Manually Inserted Data; Blanks indicate unidentified data sources

DESCRIPTION OF ALTERNATIVE STRUCTURES: MAJOR MISSION AREAS

NAME OF STRUCTURE: Major Mission Areas

OWNER: USDR&E

USER(S): USDR&E

CHARACTERISTICS

The Major Mission Area structure is another approach for arraying program element organized resource data. The total MFP structure is collapsed into five major areas:

- Strategic Programs (100 Series)
- Tactical Program (200 Series)
- C3I Programs (300 Series)
- Defense Wide Mission Support (400 Series)
- Science and Technology Program (500 Series)

While the Major Mission Area structure is an important alternative considered for use by many organizations, it has only rarely been adopted. This appears to be at least partially due to the non-mission specific nature of resources. Not all PEs can be tied to a single mission exclusively.

The overall structure with associated PE code assignments has not been updated regularly, with the most recent version made available for this study dated August 1986.

The Major Mission Area structure and associated titles are listed below.

MISSION AREA TITLES

- 100 Strategic Warfare**
- 110 Strategic Offensive**
- 111 Land-based Strike**
- 112 Sea-based Strike**
- 113 Airborne Strike**
- 120 Strategic Defensive**
- 121 Ballistic Missile Defense**
- 122 Strategic Air Defense**
- 123 Space Defense**
- 140 Strategic Support**
- 200 Tactical Warfare**
- 205 Physical Security Systems**
- 210 Land Warfare Forces (Incl Marine)**
- 211 Direct Fire Combat**
- 212 Indirect Fire Support**
- 213 Land Combat Engineer Support**
- 214 Ground Based Antiair and Tactical Missile Defense**
- 215 Land Warfare Support**
- 216 Intra Theater Land Transportation**
- 217 Land Warfare Surveillance and Reconnaissance**
- 218 Land Warfare Associated Air Mobility**
- 219 Land Warfare Unassigned**
- 220 Air Warfare (Incl Marine)**

221 Counter Air
223 Close Air Support and Interdiction
224 Defense Suppression
225 Air Warfare Support
227 Air Warfare Surveillance and Reconnaissance
228 Intra Theater Airlift
229 Air W/F Unassigned
230 Naval Warfare
231 Antiair Warfare
232 Amphibious, Strike, and Antisurface Warfare
233 Antisubmarine Warfare
234 Mine Warfare
235 Naval Warfare Support
237 Naval Warfare Surveillance and Reconnaissance
238 Other Naval Warfare
240 Theater Nuclear Warfare
241 Battlefield Theater Nuclear Warfare
242 Theater Wide Nuclear Warfare
260 Mobility
261 Intertheater Airlift
262 Intertheater Sealift
263 Prepositioning
264 Intermodal Mobility Transfer/Port Operations/Air Drop
265 Intratheater Airlift
266 Intratheater Surface Lift
267 Air Refueling
268 Mobility Revenues

269 Other Mobility
270 Chemical Warfare
275 Retaliatory Chemical Warfare
276 Defensive Chemical and Biological Systems
300 Intelligence & C3
307 Special Operations Forces
310 Centrally Managed Intelligence
311 Consolidated Cryptologic Program
312 General Defense Intelligence Program
313 Classified Programs
314 Foreign Counterintelligence
315 Undistributed NFIP Adjustments
320 Tactical Intelligence and Related Activities
321 Tiara for Strategic Warfare
322 Tiara for Tactical Land Warfare
323 Tiara for Naval Warfare
324 Tiara Capabilities Development
325 Tiara Geophysical and Space Support
326 Tiara Tasking, Analysis and Staff Support
327 Tiara for Tactical Air Warfare
330 Strategic C3 Programs
331 Strategic C2
332 Strategic Surveillance and Warning
333 Strategic Communications
340 Theater and Tactical C3 Programs
341 Theater C2
342 Surveillance and Reconnaissance

343 Theater Communications
 344 Tactical C2
 345 Tactical Communications
 350 Navigation/Warfare Command and Control
 351 Land Warfare C2
 352 Air Warfare C2
 353 Naval Warfare C2
 354 Theater Nuclear Warfare C2
 355 Chemical Warfare C2
 356 Mobility
 357 Navigation and Position Fixing
 360 Support & Base Communications
 370 Electronic Combat
 371 Self-protection
 372 Escort, Stand-off & Counter C3
 373 Tac Surv, Recce and Target Acq
 374 C3 Protection, Multi-mission, Technology & Support
 380 COMSEC
 390 Information Systems & Defense Communications Systems
 391 Strategic Information Systems
 392 Strategic Computer Security
 393 Long Haul Communications and the NCS
 394 Communications Services Industrial Fund
 400 Defense-wide Mission Support
 410 Space Launch and Orbital Support
 420 Global Military Environmental Support
 421 Weather Services

422 Mapping, Charting and Geodesy
429 Global Environ Unassigned
430 Non-system Training Devices
440 Technical Integration/Studies and Analyses
450 Test and Evaluation Support
451 Major Ranges and Test Facilities
452 Aerial Targets
453 Joint Test and Evaluation Support
454 Other Test and Evaluation Support
455 Operational Test and Evaluation
460 International Cooperative RDT&E
470 Management Support
471 Audiovisual Activities
472 Real Property Maintenance
473 Base Operations
474 Management Headquarters
475 Central Supply and Maintenance
476 Training, Medical, & Other General Personnel Activities
477 Administration and Associated Activities
478 Military Assistance Program/Foreign Military Selection
479 Service-Support Activities
480 RDT&E Facilities/Management
481 Operational Headquarters/Activities
482 Management Reserves
490 Production Base Support
500 Science and Technology Program
510 Defense Research

- 520 Exploratory Development (ED)
- 521 Electronic and Physical Sciences (ED)
- 522 Environmental and Life Sciences (ED)
- 523 Engineering Technology (ED)
- 524 Directed Energy Technology (ED)
- 530 Defense Advanced Research Projects Agency
- 540 Defense Nuclear Agency
- 550 Advanced Technology Demonstration (ATD)
- 551 Electronic & Physical Sciences (ATD)
- 552 Environmental and Life Sciences (ATD)
- 553 Engineering Technology (ATD)
- 554 Directed Energy Technology (ATD)
- 555 Strategic Defense Initiative (ATD)

**DESCRIPTION OF ALTERNATIVE
STRUCTURES: ADRM AGGREGATE ELEMENTS**

NAME OF STRUCTURE: Advanced Defense Resources Model Aggregate
 Elements

OWNER: General Research Corporation

USER(S): USD(A), ASD(FM&P)

CHARACTERISTICS

(See Chapter 2 for discussion of the ADRM Aggregate Element Structure.)

The ADRM AE structure is listed below.

ADVANCED DEFENSE RESOURCES MODEL
AGGREGATE ELEMENT STRUCTURE

AE CODE	AGGREGATE ELEMENT TITLE
100000	STRATEGIC FORCES
110000	OFFENSIVE STRATEGIC FORCES
111000	LAND BASED STRIKE FORCES
111024	TITAN Squadrons
111034	MINUTEMAN Squadrons
111044	PEACEKEEPER Squadrons
111914	Oth Land Based Strike
112000	SEA BASED STRIKE FORCES
112022	Fleet Ballistic Msl Sys
112032	TRIDENT System
112042	TRIDENT II Missile Sys
112212	Support Ships (FBMS)
112222	Support Ships (FBM)
112912	Other Sea Based Strike
113000	AIR BASED STRIKE FORCES
113124	B-1B Squadrons
113134	B-2 Squadrons
113144	B-52 Squadrons
113214	FB-111 Squadrons
113314	KC-135 Squadrons
113324	KC-135 Squadrons (ANG)
113334	KC-135 Squadrons (AFR)
113534	SRAM (AGM-69)
113544	SRAM II
113554	Advanced Cruise Missile
113564	Air-Launched Cruise Msl
113574	HARPOON
113914	Oth Air Based Strike
120000	DEFENSIVE STRATEGIC FORCES
121000	BALLISTIC MISSILE DEFENSE
122000	STRATEGIC AIR DEFENSE
122244	F-106 Squadrons
122254	F-15 Squadrons
122384	F-106 Squadrons (ANG)
122404	F-4 Squadrons (ANG)
122414	F-16 Squadrons (ANG)
122424	F-15 Squadrons (ANG)
122434	Air Def Comp Acft (ANG)
122954	Oth Strac Air Def (AFR)
123000	SPACE DEFENSE
123914	Space Defense Operations
124000	STRATEGIC DEFENSE C3
124404	Strategic Defense C3 (AF
125000	STRATEGIC DEF SURVEILLANCE/WA

**ADVANCED DEFENSE RESOURCES MODEL
AGGREGATE ELEMENT STRUCTURE**

AE CODE	AGGREGATE ELEMENT TITLE

125404	Surveillance/Warning (AF)
129000	OTHER STRATEGIC DEFENSIVE
129404	Oth Strac Defensive-AF
130000	STRATEGIC CONTROL & SURVEILLANCE
131000	STRATEGIC C3 SYSTEMS
131111	WWMCCS (Army)
131122	WWMCCS (Navy)
131133	WWMCCS (Marines)
131144	WWMCCS (Air Force)
131195	WWMCCS (Other)
131211	MEECN (Army)
131222	MEECN (Navy)
131244	MEECN (Air Force)
131295	MEECN (Other)
131311	Ntl Mil Cmnd Cen (Army)
131344	Ntl Mil Cmnd Cen (AF)
131395	Ntl Mil Cmnd Cen (Other)
131411	Airborne Cmd Post (Army)
131422	Airborne Cmd Post (Navy)
131433	Airborne Cmd Post (MC)
131444	Airborne Cmd Post (AF)
131544	Defense Support Program
131922	Oth Strategic C3 (Navy)
131944	Oth Strategic C3 (AF)
132000	SURVEILLANCE & WARNING SYSTEMS
132122	Space Srvl & Warn (Navy)
132144	Space Srvl & Warn (AF)
132214	SR-71 Squadrons
132922	Oth Srvl & Warn Sys (N)
132944	Oth Srvl & Warn Sys (AF)
133000	OTHER STRAT C3 & SURVEILLANCE
133911	Oth Strac C3/Srvl (Army)
133991	Support to JCS (Army)
133992	Support to JCS (Navy)
133993	Support to JCS (Marines)
133994	Support to JCS (Air F)
133995	Strategic Commo (Other)
200000	TACTICAL & MOBILITY FORCES
210000	LAND FORCES
211000	DIVISION FORCES
211101	Division Forces (CONUS)
211111	1st Infantry Div (Mech)
211121	4th Infantry Div (Mech)
211131	5th Infantry Div (Mech)
211141	7th Infantry Div (Light)
211151	9th Infantry Div (Mtzd)
211161	24th Infantry Div (Mech)

ADVANCED DEFENSE RESOURCES MODEL
AGGREGATE ELEMENT STRUCTURE

AE CODE	AGGREGATE ELEMENT TITLE
211171	10th Infantry Div (Mntn)
211181	1st Cavalry Div
211191	2nd Armored Div
211211	82nd Airborne Div
211221	101st Airborne Div
211231	6th Infantry Div (Light)
211251	NonDiv Cbt Bde (FORSCOM)
211271	Oth NonDiv Cbt (FORSCOM)
211281	Army Tac Spt (FORSCOM)
211291	Army Tac Spt (Oth CONUS)
211301	Div Forces (USAREUR)
211311	1st Inf Div (Mech) (Fwd)
211321	3rd Infantry Div (Mech)
211331	8th Infantry Div (mech)
211341	1st Armored Div
211351	2nd Armored Div (Fwd)
211361	3rd Armored Div
211371	NonDiv Cbt Bde (USAREUR)
211381	Oth NonDiv Cmbt (USAEUR)
211391	Army Tact Spt (USAEUR)
211401	Division Forces USARPAC
211411	25th Inf Div (EWSTCOM)
211451	2nd Infantry Div (EUSA)
211471	Oth Non Div Cmbt (EUSA)
211481	Army Tact Spt (EUSA)
211501	Divisions (ARNG)
211541	Div Roundout (ARNG-Afl)
211551	NonDiv Cmbt (ARNG-Afl)
211561	NonDiv Cbt (ARNG-NonAfl)
211571	Tact Spt (ARNG-Affil)
211581	Tac Spt (ARNG-Non Afl)
211621	Div Roundout (AR-Affil)
211631	NonDiv Cmbt (AR-Affil)
211641	NonDiv Cmbt (AR-NonAffil)
211651	Tac Spt Frce (AR-Affil)
211671	Tac Spt Frce (AR-NonAfl)
211711	Army Opn Sys Dev (O&M)
211751	Army Systems Dev (R&D)
211791	Stock Fund Cash Reqts
211813	Marine Divs (Active)
211823	Marine Tac Spt (Active)
211843	Marine Divs (MCR)
211853	Marine Tac Spt (MCR)
211873	Other Marine Div Forces
212000	THEATER FORCES
212121	Air Def Forces-FORSCOM
212131	Missile Forces-FORSCOMZ
212171	Maint Tac Equip-FORSCOM
212181	Support Forces-FORSCOM
212211	AK Def Frc
212271	Maint Tac Equip-ALASKA

ADVANCED DEFENSE RESOURCES MODEL
AGGREGATE ELEMENT STRUCTURE

AE CODE	AGGREGATE ELEMENT TITLE
212311	Panama (193rd Inf Bde)
212341	Spcl Opns Forces-USARSO
212371	Maint Tac Equip-USARSO
212381	Support Forces-USARSO
212411	Berlin Brigade
212421	Air Def Forces-USAREUR
212431	Missile Forces-USAREUR
212441	Spcl Opns Forces-USAREUR
212471	Maint Tac Equip-USAREUR
212481	Support Forces-USAREUR
212521	Air Def Forces-USAPAC
212531	Missile Forces-USAPAC
212541	Spcl Opns Forces-USAPAC
212571	Maint Tac Equip-USAPAC
212581	Support Forces-USAPAC
212711	ARNG Theater Forces
212721	AR Theater Forces
212811	Opn System Dev (O&M)
212861	Army Systems Dev (R&D)
212911	Ongoing SOF Actvts (Act)
220000	TACTICAL AIR FORCES
221000	AIR FORCE TACAIR
221024	A-7 Squadrons (ANG)
221044	A-10 Squadrons
221054	A-10 Squadrons (ANG)
221064	A-10 Squadrons (AFR)
221074	A-12 Squadrons
221134	F-4 Squadrons
221144	F-4 Squadrons (ANG)
221154	F-4 Squadrons (AFR)
221164	F-4G Sqdns (Wild Weasel)
221174	RF-4 Squadrons
221184	RF-4 Squadrons (ANG)
221214	F-111 Squadrons
221244	EF-111 Squadrons
221274	F-15 Squadrons
221284	F-15 Squadrons (ANG)
221314	F-15E Squadrons
221344	F-16 Squadrons
221354	F-16 Squadrons (ANG)
221364	F-16 Squadrons (AFR)
221414	EC-130 TEWS (ANG)
221444	EC-130/135 Sqdns (AWACS)
221514	KC-10A Squadrons
221534	KC-10 Squadrons (AFR)
221614	Tactical Air Control
221624	Tactical Air Cntrl (ANG)
221714	GLCM
221814	SOF (USAF)
221824	SOF (AFR)
221834	SOF (AFNG)

**ADVANCED DEFENSE RESOURCES MODEL
AGGREGATE ELEMENT STRUCTURE**

AE CODE	AGGREGATE ELEMENT TITLE
221964	Other AF Tac Air Forces
221984	Oth Tac Air Forces (ANG)
221994	Oth Tac Air Forces (AFR)
222000	NAVY TACAIR
222112	CVA/CV Aircraft Carriers
222132	CVA/CV Acft Carrier (NR)
222212	A-6 / KA-6 Squadrons
222222	A-6 Squadrons (USNR)
222232	A-7 Squadrons
222242	A-7 Squadrons (USNR)
222252	A-12 Squadrons
222312	F-4 Squadrons
222322	F-4 Squadrons (USNR)
222332	F-14 Squadrons
222342	F-14 Squadrons (USNR)
222352	F/A-18 Squadrons
222362	F/A-18 Squadrons (USNR)
222412	E-2 Early Warning Sqdns
222422	E-2 Erly Wrng Sqdn (USNR)
222472	RF-8 Recon Sqdns (USNR)
222532	EA-3B Shore-Bsd EW Sqdns
222552	EA-6B Sea-Bsd EW Sqdns
222562	EA-*** Sea-Bsd EW Sqdn (NR)
222972	Navy Syst Dev (R&D)
222982	Oth Navy Tac Air Forces
222992	Oth TacAir Forces (USNR)
223000	MARINE CORPS TACAIR
223113	A-4 Squadrons (MAW)
223123	A-4 Squadrons (MCR)
223133	A-6 Squadrons (MAW)
223163	EA-6 Squadrons (MCR)
223183	AV-8 Squadrons (MAW)
223213	F-4 Squadrons (MAW)
223223	F-4 Squadrons (MCR)
223233	F/A-18 Squadrons (MAW)
223243	F/A-18 Squadrons (MCR)
223263	F-21A Aircraft (MCR)
223283	Tactical Recon Squadron
223293	Tactical EW Squadron
223313	KC-130 Squadrons (MAW)
223323	KC-130 Squadrons (MCR)
223613	Tac Air Control (MAW)
223983	Other Marine Tac Air
223993	Oth Marine Tac Air (MCR)
230000	NAVAL FORCES
231000	WARSHIPS & ASW FORCES
231112	Battleships-BB
231132	Crusiers-CG
231142	Crusiers-CG (USNR)

ADVANCED DEFENSE RESOURCES MODEL
AGGREGATE ELEMENT STRUCTURE

AE CODE	AGGREGATE ELEMENT TITLE
231182	Destroyers-DD
231192	Destroyers-DD (USNR)
231212	Destroyers-DDG
231222	Destroyers-DDG (USNR)
231232	Frigates-FF
231242	Frigates-FF (USNR)
231252	Frigates-FFG
231262	Frigates-FFG (USNR)
231272	Patrol Combatants
231282	Patrol Combatants (USNR)
231312	Submarines-SS
231442	P-3 ASW Ptrl Squadrons
231452	P-3 ASW Ptrl Sqdn (USNR)
231512	S-2 (USNR)
231532	S-3 Squadrons
231542	S-3 Squadrons (USNR)
231562	SH-3 Squadrons
231572	SH-3 Squadrons (USNR)
231592	SH-60B (LAMPS)
231612	Opn Hq Warships/ASW
231622	Opn Hq Warship/ASW (NR)
231632	Surface Support
231652	Submarines Support
231672	Aviation Support
231712	ASW Support
231732	Mines and Support
231733	Mines and Support (USMC)
231742	Mines and Support (USNR)
231912	Navy Opn Sys Dev (O&M)
231922	Navy Syst Dev (R&D)
231982	Oth Warships/ASW Spt
232000	AMPHIBIOUS FORCES
232112	Amphib Aslt Ships
232122	Amphib Aslt Ships (USNR)
232132	Amphib Support Ships
232212	Amphib Tac Spt Units
232222	Amphib Tac Spt Unit (NR)
232232	Special Opns Forces
232242	Spec1 Opns Forces (USNR)
233000	NAVAL SUPPORT FORCES
233112	COD Squadrons
233122	COD Squadrons (USNR)
233132	Underway Replen Ships
233142	Underway Repln Shps (NR)
233152	Major Support Ships
233162	Major Spt Ships (USNR)
233172	Minor Support Ships
233182	Minor Spt Ships (USNR)
233982	Oth Nav Support Forces
233983	Oth Support Forces (MC)

ADVANCED DEFENSE RESOURCES MODEL
AGGREGATE ELEMENT STRUCTURE

AE CODE	AGGREGATE ELEMENT TITLE

233992	Oth Nav Spt Forces (NR)
240000	MOBILITY FORCES
241000	PORT OPS & TRAFFIC MGMT
241111	Port Operations (IF)
241121	Traffic Management (IF)
241131	REVENUES-Port/TrfMgt(IF)
241171	Other Army Mobility
241191	Port Operations (USAR)
242000	SEALIFT FORCES
242112	Sealift (Navy IF)
242122	REVENUES-Sealift (IF)
242172	Other Sealift Activities
242173	Other Sealift (USMC)
242192	Other Sealift (USNR)
243000	AIRLIFT FORCES
243114	C-5 Alft Sqdn (IF)
243124	C-5 Alft Sqdn (AFR-Asoc)
243134	C-5 Strat Alft (ANG)
243144	C-5 Strat Sqdn (AFR-Eqp)
243184	C-9 Aeromed Sqdns (IF)
243194	C-9 Aeromed (AFR-Asoc)
243214	C-17 Alft Sqdns (IF)
243224	C-17 Alft Sqdn (AFR-Asc)
243234	C-17 Strat Alft (ANG)
243244	C-17 Strt Alft (AFR-Eqp)
243314	C-130 Alft Sqdn (IF)
243324	C-130 Tac Alft (ANG)
243334	C-130 Tac Alft (AFR)
243364	C-141 Alft Sqdn (IF)
243374	C-141 Alft Sqd (AFR-Asc)
243384	C-141 Alft (ANG)
243394	C-141 Alft (AFR-Eqp)
243514	Aerospace Rescue/Rcvry
243524	Aerospc Rescue/Rcvry-ANG
243534	Aerospc Rescue/Rcvry-AFR
243554	Aeromed Evac Units (ANG)
243814	Airlift Activities (IF)
243824	REVENUES-Airlift (IF)
243834	Alft Activities (Non-IF)
243974	Oth Airlift (Air Force)
243984	Oth Airlift (AFR)
243994	Oth Airlift (ANG)
300000	COMMUNICATIONS & INTELLIGENCE
310000	CENTRAL INTELLIGENCE (shld be COMM)
310101	Communications-Army
310202	Communications-Navy
310303	Communications-Marines
310404	Communications-Air Force

ADVANCED DEFENSE RESOURCES MODEL
AGGREGATE ELEMENT STRUCTURE

AE CODE	AGGREGATE ELEMENT TITLE

310505	Communications-Def Agcys
320000	INTELLIGENCE
320101	Intelligence-Army
320202	Intelligence-Navy
320303	Intelligence-Marines
320404	Intelligence-Air Force
320505	Intelligence-Def Agcys
400000	MISSION SUPPORT
410000	COMBAT INSTALLATIONS
410111	Cmbt Installations-Army
410151	Cbt Installations-Ar(RC)
410212	Cmbt Installations-Navy
410252	Cmbt Installations-USNR
410313	Cmbt Installations-USMC
410353	Cbt Installations-MC(RC)
410414	Cmbt Installations-USAF
410454	Cbt Installations-AF(RC)
420000	FORCE SUPPORT TRAINING
420101	Force Spt Training (Arm)
420202	Force Spt Training (Nav)
420303	Force Spt Training (MC)
420404	Force Spt Training (AF)
420995	Force Spt Training (Oth)
430000	MGMT HQ - COMBAT
431000	MGMT HQ - SERVICE COMBAT CMDS
431101	Mgt Hq - Combat (Army)
431202	Mgt Hq - Combat (Navy)
431303	Mgt Hq - Combat (USMC)
431404	Mgt Hq - Combat (USAF)
432000	MGMT HQ - UNIFIED COMMANDS
432101	Mgt Hq-Unified Cmd (Arm)
432202	Mgt Hq-Unified Cmd (Nav)
432303	Mgt Hq-Unified Cmd (MC)
432404	Mgt Hq-Unified Cmd (AF)
432995	Mgt Hq-Unified Cmd (Oth)
500000	CENTRAL SUPPORT ACTIVITIES
510000	SUPPORT INSTALLATIONS
510101	Spt Installations (Army)
510202	Spt Installations (Navy)
510303	Spt Installations (USMC)
510404	Spt Installations (USAF)
510995	Spt Installations (Oth)
520000	MEDICAL SUPPORT
520111	Medical Support-Army
520121	Medical Support-Army(RC)

ADVANCED DEFENSE RESOURCES MODEL
AGGREGATE ELEMENT STRUCTURE

AE CODE	AGGREGATE ELEMENT TITLE
520212	Medical Support-Navy
520222	Medical Support-Navy(RC)
520414	Medical Support-USAF
520424	Medical Support-USAF(RC)
520995	Medical Support (Other)
530000	PERSONNEL SUPPORT
530111	Personnel Support (Army)
530121	Personnel Spt (Army-RC)
530212	Personnel Support (Navy)
530222	Personnel Spt (Navy RC)
530313	Personnel Support (USMC)
530323	Personnel Spt (USMC-RC)
530414	Personnel Support (USAF)
530424	Personnel Spt (USAF-RC)
530995	Personnel Support (oth)
540000	INDIVIDUAL TRAINING
540111	Indvl Training (Army)
540121	Flight Training (Army)
540131	Indvl Training (Army-RC)
540212	Indvl Training (Navy)
540222	Flight Training (Navy)
540232	Indvl Training (Navy-RC)
540313	Indvl Training (USMC)
540414	Indvl Training (USAF)
540424	Flight Training (USAF)
540434	Indvl Training (USAF-RC)
540444	Flight Training (AF-RC)
540995	Individual Tng (Other)
560000	CENTRAL LOGISTICS
561000	SUPPLY OPERATIONS
561111	Supply Ops (IF) Army
561121	Supply Ops (IF Rvn) Army
561131	Supply Ops (Non IF) Army
561232	Supply Ops (Non IF) Navy
561242	Supply Ops (Non IF) USNR
561333	Supply Ops (Non IF) USMC
561434	Supply Ops (Non IF) USAF
561995	Supply Opns (Other)
562000	MAINTENANCE OPERATIONS
562111	Maint Ops (IF) Army
562121	Maint Ops (IF Rvn) Army
562131	Maint Ops (Non IF) Army
562141	Maint Ops (Non IF) Ar RC
562212	Maint Ops (IF) Navy
562222	Maint Ops (IF Rvn) Navy
562232	Maint Ops (Non IF) Navy
562242	Maint Ops (Non IF) NavKC
562313	Maint Ops (IF) USMC

ADVANCED DEFENSE RESOURCES MODEL
AGGREGATE ELEMENT STRUCTURE

AE CODE	AGGREGATE ELEMENT TITLE
562323	Maint Ops (IF Rvn) USMC
562333	Maint Ops (Non IF) USMC
562343	Maint Ops (Non IF) MC RC
562414	Maint Ops (IF) USAF
562424	Maint Ops (IF Rvn) USAF
562434	Maint Ops (Non IF) USAF
562444	Maint Ops (Non IF) AF RC
563000	LOGISTICS SUPPORT OPERATIONS
563131	Log Spt (Non IF) Army
563141	Log Spt (Non IF) Army RC
563212	Log Spt (IF) Navy
563222	Log Spt (IF Rvnues) Navy
563232	Log Spt (Non IF) Navy
563242	Log Spt (Non IF) Navy RC
563323	Log Spt (IF Rvnues) USMC
563333	Log Spt (Non IF) USMC
563414	Log Spt (IF) USAF
563434	Log Spt (Non IF) USAF
563995	Log Support Ops (Other)
570000	OTHER CENTRAL SUPPORT
570101	Oth Central Spt (Army)
570202	Oth Central Spt (Navy)
570303	Oth Central Spt (USMC)
570404	Oth Central Spt (USAF)
570995	Oth Central Spt (Other)
580000	MGMT HQ - SUPPORT ACTIVITIES
581000	MGMT HQ - SERVICE SUPPORT ACTIVITIES
581101	Mgt Hq - Spt Cmds (Army)
581202	Mgt Hq - Spt Cmds (Navy)
581303	Mgt Hq - Spt Cmds (USMC)
581404	Mgt Hq - Spt Cmds (USAF)
581995	Mgt Hq - Support (Other)
582000	MGT HQ - DEFENSE AGENCIES
582995	Mgt Hq-Defense Agencies
590000	JOINT ACTIVITIES
591000	JOINT STAFF
591101	Joint Staff (Army)
591202	Joint Staff (Navy)
591303	Joint Staff (USMC)
591404	Joint Staff (USAF)
592000	OSD & DEFENSE AGENCIES
592101	OSD/Def Agency Spt-Army
592202	OSD/Def Agency Spt-Navy
592303	OSD/Def Agency Spt-USMC
592404	OSD/Def Agency Spt-USAF
592505	OSD/Def Agency Spt-Other

ADVANCED DEFENSE RESOURCES MODEL
AGGREGATE ELEMENT STRUCTURE

AE CODE	AGGREGATE ELEMENT TITLE

593000	FEDERAL SUPPORT ACTIVITIES
593101	Fed Agcy Support-Army
593202	Fed Support Act - Navy
593303	Fed Support Act - USMC
593404	Fed Support Act - USAF
594000	INTERNATIONAL MILITARY ORGANIZATIONS
594101	Mgt Hq-Internatnl (Army)
594202	Mgt Hq-Internatnl (Navy)
594303	Mgt Hq-Internatnl (USMC)
594404	Mgt Hq-Internatnl (USAF)
600000	R & D AND GEOPHYSICAL
610000	RESEARCH & DEVELOPMENT
611001	Research (Army)
611002	Research (Navy)
611004	Research (USAF)
611005	Research (Other)
612001	Exploratory (Army)
612002	Exploratory (Navy)
612003	Exploratory (USMC)
612004	Exploratory (USAF)
612005	Exploratory (Other)
613001	Advanced Dev (Army)
613002	Advanced Dev (Navy)
613003	Advanced Dev (USMC)
613004	Advanced Dev (USAF)
613005	Advanced Dev (Other)
614001	Engineering Dev (Army)
614002	Engineering Dev (Navy)
614003	Engineering Dev (USMC)
614004	Engineering Dev (USAF)
614005	Engineering Dev (Other)
615001	R&D Mgmt Support (Army)
615002	R&D Mgmt Support (Navy)
615003	R&D Mgmt Support (USMC)
615004	R&D Mgmt Support (USAF)
615005	R&D Mgmt Support (Other)
620000	GEOPHYSICAL ACTIVITIES
620101	Geophysical (Army)
620202	Geophysical (Navy)
620404	Geophysical (USAF)
620505	Geophysical (Other DoD)
700000	INDIVIDUALS
710000	TRANSIENTS
710101	Transients - Army
710202	Transients - Navy
710303	Transients - USMC
710404	Transients - USAF

ADVANCED DEFENSE RESOURCES MODEL
AGGREGATE ELEMENT STRUCTURE

AE CODE	AGGREGATE ELEMENT TITLE

720000	PATIENTS, PRISONERS, & OTHERS
720101	Pers Holding Acct - Army
720202	Pers Holding Acct - Navy
720303	Pers Holding Acct - USMC
720404	Pers Holding Acct - USAF
800000	MISCELLANEOUS
810000	RETIREd PAY
820000	INTERNATIONAL SUPPORT FUNDS
820995	Intl Spt Funds - Defense
830000	UNDISTRIBUTED
830111	Frc Strctr Deviation-A
830112	Frc Strctr Deviation-N
830113	Frc Strctr Deviation-MC
830114	Frc Strctr Deviation-AF
830991	Oth Undistributed (Army)
830992	Oth Undistributed (Navy)
830994	Oth Undistributed (USAF)
830995	Undistributed (Oth DoD)
211241	1st Armored Div (-)

DESCRIPTION OF ALTERNATIVE STRUCTURES: CBO AGGREGATE ELEMENTS

NAME OF STRUCTURE: Congressional Budget Office Aggregate Elements

OWNER: Congressional Budget Office

USER(S): Congressional Budget Office

CHARACTERISTICS

The Congressional Budget Office uses an early version of the Defense Resources Model (DRM) developed in the mid 1970s. As noted in the FYDP Program Structure Manual

The CBO has developed the Defense Resource Model (DRM) for use as an analytical tool in support of alternative levels of defense resources. Following the budget submission to Congress, budget year data are extracted from the FYDP according to CBO specifications, which aggregate program elements and resource identification codes to unclassified summary levels for input to the DRM. Data from the DRM are used by CBO to fulfill the legal requirement for mission-oriented displays under P.L. 93-344 [Reference (b)].⁸

Program element assignments to the AE categories used by the CBO are made by the CBO. It is not unheard of for these assignments to differ from those made by DoD. As discussed in Chapter 2, the CBO AE structure and the ADRM AE structure have diverged markedly in the period since the DRM was first developed, with the CBO version remaining virtually unchanged from the original structure.

The basic AE structure used by the CBO is listed below.

⁸SOURCE: FYDP Program Structure Manual, DoD 7045 7-H, August 1987.

CONGRESSIONAL BUDGET OFFICE
AGGREGATE ELEMENT CATEGORIES

AEC/AE	AEC/AE TITLE
100000	STRATEGIC
110000	OFFENSIVE STRATEGIC
110014	TITAN
110022	TRIDENT II MISSILE SYSTEM
110024	MINUTEMAN
110032	FLEET BALLISTIC MISSILE SYSTEM
110042	TRIDENT
110044	B-1B
110052	FBMS SUPPORT
110062	FBMS SUPPORT(USNR)
110064	B-52
110074	FB-111
110094	KC-135
110104	KC-135(ANG)
110114	KC-135(AFR)
110132	STRATEGIC CRUISE MISSILE (NAVY)
110144	ADVANCED ICBM
110154	AIR LAUNCHED CRUISE MISSILE
110164	MX SQUADRONS
110174	SMALL ICBM
110982	OTHER STRATEGIC OFF(USNR)
110992	OTHER STRATEGIC OFFENSIVE
110994	OTHER STRATEGIC OFFENSIVE
120000	DEFENSIVE STRATEGIC
120004	F-16 AIR DEFENSE (ANG)
120014	F-106
120024	F-106(ANG)
120034	F-4(ANG)
120044	AIR DEFENSE F-15
120054	COMMAND & CONTROL CENTERS
120064	SURVEILLANCE RADARS
120074	CMND CNTRL WING(ANG)
120984	RGG CNTL CNTR(AFR)
120991	OTHER STRATEGIC DEFENSIVE (ARMY)
120994	OTHER STRATEGIC DEFENSIVE (AIR FORCE)
120995	STRATEGIC DEFENSE INITIATIVES
130000	STRATEGIC CONTROL & SURVEILLANCE
130022	SPACE SURVEILLANCE (NAVY)
130034	SPACE SURVEILLANCE (AIR FORCE)
130051	STRATEGIC COMMAND & CONTROL (ARMY)
130062	STRATEGIC COMMAND & CONTROL (NAVY)
130073	STRATEGIC COMMAND & CONTROL (MARINE)
130084	STRATEGIC CMD & CONTROL (AIR FORCE)
130095	STRATEGIC COMMAND & CONTROL (OTHER)
130104	SPACE SHUTTLE
130991	OTHER CONTROL & SURVEILLANCE (ARMY)
130992	OTHER CONTROL & SURVEILLANCE (NAVY)
130993	OTHER CONTROL & SURV (MARINE)
130994	OTHER CONTROL & SURV (AIR FORCE)
200000	TACTICAL/MOBILITY
210000	LAND FORCES

CONGRESSIONAL BUDGET OFFICE
AGGREGATE ELEMENT CATEGORIES

AEC/AE	AEC/AE TITLE
211000	DIVISION FORCES
211011	ACTIVE ARMY DIV (ARM) (ZI)
211021	ACTIVE ARMY DIV (ARM) (OS)
211031	ACTIVE ARMY DIV (MECH) (ZI)
211041	ACTIVE ARMY DIV (MECH) (OS)
211051	ACTIVE ARMY DIV (INF) (ZI)
211061	ACTIVE ARMY DIV (INF) (KOREA)
211071	ACTIVE ARMY DIV (ABN) (ZI)
211081	ACTIVE ARMY DIV (ABN) (OS)
211091	ACTIVE ARMY DIV (AM) (ZI)
211101	ACTIVE ARMY DIV (AM) (OS)
211111	ACTIVE ARMY SEP BDE/REGIMENTS (ZI)
211121	ACTIVE ARMY SEP BDE/REGIMENTS (OS)
211131	ACT ARMY OTHER NON-DIV CMBT UTS (ZI)
211141	ACT ARMY OTHER NON-DIV CMBT UTS (OS)
211151	ACTIVE ARMY TACTICAL SUPPORT (ZI)
211161	ACTIVE ARMY TACTICAL SUPPORT (OS)
211171	ARNG AFFIL UNITS
211201	ARNG DIVISIONS
211221	ARNG (OTHER NON-DIV CMBT UTS)
211231	ARNG TACTICAL SUPPORT
211241	AR AFFIL UNITS
211261	AR OTHER NON-DIV COMBAT UNITS
211271	AR TACTICAL SPT
211281	ACTIVE ARMY DIV (INF) (HA)
211291	ACT ARMY OTHER NON-DIV CMBT UTS (HA)
211301	ACT ARMY OTHER NON-DIV CMBT UTS (KOREA)
211311	ACTIVE ARMY TACTICAL SUPPORT (HA)
211321	ACT ARMY OTHER NON-DIV CMBT UTS (KOREA)
211491	OTHER ARMY DIVISION FORCES
211513	ACTIVE MARINE DIVISIONS
211523	ACTIVE MARINE TACTICAL SUPPORT
211533	MC RESERVE DIVISIONS
211543	MC RESERVE TACTICAL SUPPORT
211611	ARMY AIRCRAFT PROCUREMENT
211621	ARMY MISSILE PROCUREMENT
211623	MARINE CORPS MISSILE PROCUREMENT
211631	ARMY TANK PROCUREMENT
211633	MARINE CORPS TANK PROCUREMENT
211641	ARMY PERSONNEL CARRIER PROCUREMENT
211643	MARINE CORPS PERSONNEL CARRIER PROCUREMENT
211651	ARMY OTHER TRACKED VEHICLES PROCUREMENT
211653	MARINE CORPS OTHER TRACKED VEHICLES PROCUREMENT
211661	ARMY ARTILLERY PROCUREMENT
211663	MARINE CORPS ARTILLERY PROCUREMENT
211993	OTHER MARINE DIVISION FORCES
212000	THEATER FORCES
212011	ACTIVE AIR DEFENSE
212021	ACTIVE GROUND DEFENSE
212491	OTHER ACTIVE THEATER FORCES
212511	ARNG GROUND DEFENSE
212521	AR GROUND DEFENSE

CONGRESSIONAL BUDGET OFFICE
AGGREGATE ELEMENT CATEGORIES

AEC/AE	AEC/AE TITLE
220000	TACTICAL AIR FORCES
220982	OTHER NAVY TACAIR(USNR)
221004	AIR FORCE TACAIR
221014	A-7
221024	A-7 (ANG)
221034	A-10
221044	A-10 (ANG)
221054	A-10 (AFR)
221104	F-15E
221114	F-4
221124	F-4 (ANG)
221134	F-4 (AFR)
221144	F-111
221154	F-15
221164	F-16
221174	RF-4
221184	RF-4 (ANG)
221194	KC-10A
221214	EF-111
221224	E-3A
221234	OTHER TACTICAL AIR CONTROL
221304	EC-130 (ANG)
221314	TACTICAL AIR CONTROL (ANG)
221324	SPECIAL OPERATIONS FORCE (AFR)
221334	GLCM MISSILE
221384	F-16 SQUADRONS (ANG)
221394	ADV TANKER CARGO ASSOC UNITS (AFR)
221404	F-16 SQUADRONS (USAFR)
221414	TACCS
221424	F-15 SQUADRONS (ANG)
221994	OTHER AF TACTICAL AIR FORCES
222002	NAVY TACAIR
222012	MULTI-PURPOSE CARRIERS-CVA/CV
222022	MULTI-PURPOSE CARRIERS-CVAN/CVN
222052	A-6/KA-6
222062	A-7
222072	A-7 USNR
222082	F/A-18 (NAVY)
222092	F-4
222102	F-4 (USNR)
222112	F-14
222122	F/A-18 (NAVY)
222132	E-2
222142	E-2 (USNR)
222162	RF-8 (USNR)
222172	EA-3B/EP-3B
222182	EA-6B
222192	SEA BASED EW SQ (USNR)
222202	F/A-18 (USNR)
222232	CV SUPPT
222262	F-14A SQUADRONS (USNR)
222992	OTHER NAVY TACTICAL AIR FORCES

CONGRESSIONAL BUDGET OFFICE
AGGREGATE ELEMENT CATEGORIES

AEC/AE	AEC/AE TITLE
223003	MARINE TACAIR
223023	A-4M
223033	A-6
223053	F/A-18 (MARINES)
223063	F-4 (MARINES)
223073	TACTICAL AIR CONTROL
223083	KC-130
223103	F-4 (USMCR)
223113	KC-130 (USMCR)
223123	A-4 (USMCR)
223133	EA-6 SQUADRONS (MCR)
223143	AV-8 (MARINES)
223143	AV-8 (MARINES)
223983	OTHER MARINE TACAIR (MCR)
223993	OTHER MARINE TACTICAL AIR FORCES
230000	NAVAL FORCES
231002	ASW & FLEET AIR DEFENSE
231012	SH-3
231022	SH-3 (USNR)
231032	S-3
231042	S-3 (USNR)
231052	SH-60B (LAMPS MK-III)
231062	P-3
231072	SP-2/P-3
231082	SH-2F (LAMPS MK-II)
231092	SUBMARINES-SS
231102	SUBMARINES-SSN
231112	SUBMARINES TENDERS/SUPPORT
231122	CRUISERS-CG
231132	CRUISERS-CGN
231142	CRUISERS (USNR)
231152	DESTROYERS-DD
231162	DESTROYERS-DD (USNR)
231172	DESTROYERS-DDG
231182	DESTROYERS-DDG (USNR)
231192	FRIGATES-FF
231202	FRIGATES-FF (USNR)
231212	FRIGATES-FFG
231222	PATROL COMBATANTS
231232	PATROL COMBATANTS (USNR)
231242	DESTROYER TENDERS/SURFACE SUPPORT
231252	SURFACE SUPPORT FORCES (USNR)
231262	BATTLESHIP
231282	ASW SUPPORT FORCES (USNR)
231302	FRIGATES-MISSILE (USNR)
231982	OTH ASW & FLEET AIR DEF (USNR)
231992	OTHER ASW & FLEET AIR DEFENSE
232000	AMPHIBIOUS FORCES
232012	AMPHIBIOUS ASSAULT SHIPS
232022	AMPHIBIOUS SUPPORT
232032	AMPHIBIOUS ASSAULT SHIPS (USNR)
232042	AMPHIBIOUS SUPPORT (USNR)

CONGRESSIONAL BUDGET OFFICE
AGGREGATE ELEMENT CATEGORIES

AEC/AE	AEC/AE TITLE
232982	OTHER AMPHIB FORCES (USNR)
232992	OTHER AMPHIBIOUS FORCES
233000	NAVAL SUPPORT FORCES
233012	C-11C-2
233042	REPLENISHMENT SHIPS
233052	FLEET SUPPORT SHIPS
233062	DIRECT SUPPORT AIRCRAFT
233082	SUPPORT FORCES (USNR)
233982	OTH NAVAL SPT FRCS (USNR)
233992	OTHER NAVAL SUPPORT FORCES
240000	MOBILITY FORCES
240004	C-130 (IF)
240014	C-130
240024	C-130 (ANG)
240034	C-130 (AFR)
240044	C-141
240054	C-141 ASSOCIATE (AFR)
240064	C-5
240074	C-5 ASSOCIATE (AFR)
240084	AIRLIFT SUPPORT SERVICES
240091	BASE OPERATIONS & TRAFFIC MANAGEMENT
240094	MILITARY AIRLIFT GROUP
240104	C-9
240114	C-9 ASSOCIATE (AFR)
240144	C-123 (AFR)
240154	C-7 (ANG)
240164	C-5 STRAT AIRLIFT (ANG)
240164	C-5 STRAT AIRLIFT (ANG)
240174	C-17
240174	C-17
240184	C-19 STRAT AIRLIFT (AFR)
240194	C-5 STRAT AIRLIFT (AFR)
240204	C-141 STRAT AIRLIFT (AFR)
240214	C-141 STRAT AIRLIFT (ANG)
240454	AEROSPACE RESC/RECOV (ANG)
240464	AEROSPACE RESC/RECOV (AFR)
240474	AERIAL PORT (ANG)
240484	AERIAL PORT (AFR)
240494	OTHER AIRLIFT (AIR FORCE)
240594	AIRLIFT REVENUES
240691	PORT OPNS & TRAFFIC MGMT
240791	PORT OPNS REVENUES
240892	SEALIFT FORCE (NAVY)
240992	SEALIFT REVENUES
250000	SPECIAL OPERATIONS FORCES
250011	SPECIAL OPERATIONS FORCES (ARMY)
250022	SPECIAL OPERATIONS FORCES (NAVY)
250033	SPECIAL OPERATIONS FORCES (MARINES)
250044	SPECIAL OPERATIONS FORCES (AIR FORCE)
250991	OTHER SPECIAL OPERATIONS FORCES (ARMY)
250992	OTHER SPECIAL OPERATIONS FORCES (NAVY)
250993	OTHER SPECIAL OPERATIONS FORCES (MARINES)

CONGRESSIONAL BUDGET OFFICE
AGGREGATE ELEMENT CATEGORIES

AEC/AE	AEC/AE TITLE
250994	OTHER SPECIAL OPERATIONS FORCES (AIR FORCE)
250995	OTHER SPECIAL OPERATIONS FORCES (OTHER)
300000	AUXILIARY ACTIVITIES
310000	CENTRAL INTELLIGENCE & COMMUNICATIONS
310011	INTELLIGENCE & TELECOM (ARMY)
310022	INTELLIGENCE & TELCOM (NAVY)
310033	INTELLIGENCE & TELCOM (MARINES)
310044	INTELLIGENCE & TELCOM (AIR FORCE)
310995	INTELLIGENCE & TELCOM (OTHER)
330000	RESEARCH & DEVELOPMENT ACTIVITIES
330011	RESEARCH (ARMY)
330021	EXPLORATORY (ARMY)
330031	ADVANCED (ARMY)
330041	ENGINEERING DEVELOPMENT (ARMY)
330051	MANAGEMENT SUPPORT (ARMY)
330061	RDT&E FINANCING ADJUSTMENTS (ARMY)
330062	RESEARCH (NAVY)
330072	EXPLORATORY (NAVY)
330082	ADVANCED (NAVY)
330092	ENGINEERING DEVELOPMENT (NAVY)
330102	MANAGEMENT SUPPORT (NAVY)
330112	RESEARCH REVENUES
330122	RDT&E FINANCING ADJUSTMENTS (NAVY)
330133	MANAGEMENT SUPPORT (MARINES)
330144	RESEARCH (AIR FORCE)
330154	EXPLORATORY (AIR FORCE)
330164	ADVANCED (AIR FORCE)
330174	ENGINEERING DEVELOPMENT (AIR FORCE)
330184	MANAGEMENT SUPPORT (AIR FORCE)
330194	RDT&E FINANCING ADJUSTMENTS (AF)
330995	RESEARCH & DEVELOPMENT (OTHER)
350000	GEOPHYSICAL ACTIVITIES
350011	GEOPHYSICAL (ARMY)
350022	GEOPHYSICAL (NAVY)
350033	GEOPHYSICAL (MARINES)
350044	GEOPHYSICAL (AIR FORCE)
350995	GEOPHYSICAL (OTHER)
400000	MISSION SUPPORT
410000	BASE OPERATING SUPPORT-COMBAT INST
410011	BASE OPERATING SUPPORT-COMBAT INST (ARMY)
410032	BASE OPERATING SUPPORT-COMBAT INST (NAVY)
410042	BASE OPERATING SUPPORT-COMBAT INST (NAVY-RC)
410053	BASE OPERATING SUPPORT-COMBAT INST (MARINES)
410074	BASE OPERATING SUPPORT-COMBAT INST (AIR FORCE)
410084	BASE OPERATING SUPPORT-COMBAT INST (AIR FORCE-RC)
410232	FINANCING ADJUSTMENTS (NAVY)
410233	FINANCING ADJUSTMENTS (MARINES)
410274	FINANCING ADJUSTMENTS (AIR FORCE)
411011	BASE OPERATING SUPPORT-SOF (ARMY)
411032	BASE OPERATING SUPPORT-SOF (NAVY)
411053	BASE OPERATING SUPPORT-SOF (MARINES)
411074	BASE OPERATING SUPPORT-SOF (AIR FORCE)

CONGRESSIONAL BUDGET OFFICE
AGGREGATE ELEMENT CATEGORIES

AEC/AE	AEC/AE TITLE
411095	BASE OPERATING SUPPORT-SOF (OTHER)
411221	FINANCING ADJUSTMENTS (ARMY)
414011	BASE OPERATING SUPPORT-SOF (ARMY)
414074	BASE OPERATING SUPPORT-SOF (AIR FORCE)
420000	FORCE SUPPORT TRAINING
420011	FORCE SUPPORT TRAINING (ARMY)
420022	FORCE SUPPORT TRAINING (NAVY)
420032	FORCE SUPPORT TRAINING (NAVY-RC)
420043	FORCE SUPPORT TRAINING (MARINES)
420054	FORCE SUPPORT TRAINING (AIR FORCE)
421011	SPECIAL OPERATIONS FORCES TRAINING (ARMY)
421022	SPECIAL OPERATIONS FORCES TRAINING (NAVY)
421043	SPECIAL OPERATIONS FORCES TRAINING (MARINES)
421054	SPECIAL OPERATIONS FORCES TRAINING (AIR FORCE)
430000	MANAGEMENT HQ-COMBAT
430011	MANAGEMENT HQ-COMBAT (ARMY)
430022	MANAGEMENT HQ-COMBAT (NAVY)
430033	MANAGEMENT HQ-COMBAT (MARINES)
430044	MANAGEMENT HQ-COMBAT (AIR FORCE)
431011	MANAGEMENT HQ - COMBAT -SOF (ARMY)
431022	MANAGEMENT HQ - COMBAT -SOF (NAVY)
431033	MANAGEMENT HQ - COMBAT -SOF (MARINES)
431044	MANAGEMENT HQ - COMBAT -SOF (AIR FORCE)
431055	MANAGEMENT HQ - COMBAT -SOF (OTHER)
500000	CENTRAL SUPPORT
510000	BASE OPERATING SUPPORT-SUPPORT INST
510011	BASE OPERATING SUPPORT-SUPPORT INST (ARMY)
510022	BASE OPERATING SUPPORT-SUPPORT INST (NAVY)
510033	BASE OPERATING SUPPORT-SUPPORT INST (MARINES)
510044	BASE OPERATING SUPPORT-SUPPORT INST (AIR FORCE)
510221	FINANCING ADJUSTMENTS (ARMY)
510222	FINANCING ADJUSTMENTS (NAVY)
510233	FINANCING ADJUSTMENTS (MARINES)
510244	FINANCING ADJUSTMENTS (AIR FORCE)
510895	FINANCING ADJUSTMENTS (OTHER)
510995	BASE OPERATING SUPPORT-SUPPORT INST (OTHER)
520000	MEDICAL SUPPORT
520011	MEDICAL SUPPORT (ARMY)
520021	MEDICAL SUPPORT (ARMY-RC)
520032	MEDICAL SUPPORT (NAVY)
520042	MEDICAL SUPPORT (NAVY-RC)
520054	MEDICAL SUPPORT (AIR FORCE)
520064	MEDICAL SUPPORT (AIR FORCE-RC)
520995	MEDICAL SUPPORT (OTHER)
530000	PERSONNEL SUPPORT
530011	PERSONNEL SUPPORT (ARMY)
530021	PERSONNEL SUPPORT (ARMY-RC)
530032	PERSONNEL SUPPORT (NAVY)
530052	PERSONNEL SUPPORT (MARINES)
530053	PERSONNEL SUPPORT (MARINES)
530064	PERSONNEL SUPPORT (AIR FORCE)
530074	PERSONNEL SUPPORT (AIR FORCE-RC)

CONGRESSIONAL BUDGET OFFICE
AGGREGATE ELEMENT CATEGORIES

AEC/AE	AEC/AE TITLE
530995	PERSONNEL SUPPORT (OTHER)
540000	INDIVIDUAL TRAINING
540011	INDIVIDUAL TRAINING (ARMY)
540021	FLIGHT TRAINING (ARMY)
540032	INDIVIDUAL TRAINING (NAVY)
540042	FLIGHT TRAINING (NAVY)
540053	INDIVIDUAL TRAINING (MARINES)
540074	INDIVIDUAL TRAINING (AIR FORCE)
540084	FLIGHT TRAINING (AIR FORCE)
540095	INDIVIDUAL TRAINING (OTHER)
540995	INDIVIDUAL TRAINING (OTHER)
560000	CENTRAL LOGISTICS
560011	LOGISTICS (ARMY)
560021	LOGISTICS (ARMY-RC)
560031	FINANCING ADJUSTMENTS (ARMY)
560032	LOGISTICS (NAVY)
560042	LOGISTICS (NAVY-RC)
560052	FINANCING ADJUSTMENTS (NAVY)
560053	LOGISTICS (MARINES)
560063	LOGISTICS (MARINE-RC)
560074	LOGISTICS (AIR FORCE)
560074	LOGISTICS (AIR FORCE)
560121	REVENUES LOGISTICS (ARMY)
560132	REVENUES LOGISTICS (NAVY)
560153	REVENUES LOGISTICS (MARINES)
560174	REVENUES LOGISTICS (AIR FORCE)
560994	FINANCING ADJUSTMENTS (AF)
560995	LOGISTICS (OTHER)
561995	REVENUES LOGISTICS (OTHER)
570000	CENTRALIZED SUPPORT ACTIVITIES
571000	SUPPORT TO OTHER NATIONS
571011	SUPPORT TO OTHER NATIONS (ARMY)
571021	FINANCING ADJUSTMENTS (ARMY)
571022	SUPPORT TO OTHER NATIONS (NAVY)
571033	SUPPORT TO OTHER NATIONS (MARINES)
571044	SUPPORT TO OTHER NATIONS (AIR FORCE)
571985	FINANCING ADJUSTMENTS (OTHER)
571995	SUPPORT TO OTHER NATIONS (OTHER)
572000	OTHER CENTRALIZED SUPPORT
572011	OTHER CENTRALIZED SUPPORT (ARMY)
572022	OTHER CENTRALIZED SUPPORT (NAVY)
572022	OTHER CENTRALIZED SUPPORT (NAVY)
572033	OTHER CENTRALIZED SUPPORT (MARINES)
572044	OTHER CENTRALIZED SUPPORT (AIR FORCE)
572095	OTHER CENTRALIZED SUPPORT (OTHER)
580000	MANAGEMENT HQ-SUPPORT
580011	MANAGEMENT HQ-SUPPORT (ARMY)
580022	MANAGEMENT HQ-SUPPORT (NAVY)
580033	MANAGEMENT HQ-SUPPORT (MARINES)
580044	MANAGEMENT HQ-SUPPORT (AIR FORCE)
580095	MANAGEMENT HQ-SUPPORT (OTHER)
590000	FEDERAL AGENCY SUPPORT

CONGRESSIONAL BUDGET OFFICE
AGGREGATE ELEMENT CATEGORIES

AEC/AE	AEC/AE TITLE
590011	FEDERAL AGENCY SUPPORT (ARMY)
590022	FEDERAL AGENCY SUPPORT (NAVY)
590033	FEDERAL AGENCY SUPPORT (MARINES)
590044	FEDERAL AGENCY SUPPORT (AIR FORCE)
800000	MISCELLANEOUS
800021	SPECIAL ADJUSTMENTS (ARMY)
800032	SPECIAL ADJUSTMENTS (NAVY)
800043	SPECIAL ADJUSTMENTS (MARINES)
800054	SPECIAL ADJUSTMENTS (AIR FORCE)
800061	FINANCING ADJUSTMENTS (ARMY)
800062	FINANCING ADJUSTMENTS (NAVY)
800063	FINANCING ADJUSTMENTS (MARINES)
800064	FINANCING ADJUSTMENTS (AF)
800065	FINANCING ADJUSTMENTS (OTHER)
800991	OTHER MISCELLANEOUS (ARMY)
800992	OTHER MISCELLANEOUS (NAVY)
800993	OTHER MISCELLANEOUS (MARINES)
800994	OTHER MISCELLANEOUS (AIR FORCE)
800995	OTHER MISCELLANEOUS (OTHER)

PART 2. MDP AND DMC STRUCTURES

MAJOR FORCE PROGRAM STRUCTURE

PEC FIELD	MAJOR FORCE PROGRAM

	1. STRATEGIC
010000	0 STRATEGIC OFFENSIVE
010100	0 AIRCRAFT UNITS
010120	0 MISSILE UNITS
010130	0 COMMAND, CNTRL & COMM SYS
010180	0 OTHER
010200	0 STRATEGIC DEFENSIVE
010210	0 AIRCRAFT UNITS
010220	0 MISSILE UNITS
010230	0 COMMAND, CNTRL & COMM SYS
010240	0 SURVEILLANCE & WARNING SYS
010250	0 SAFEGUARD
010280	0 OTHER
	2. GENERAL PURPOSE FORCES
020100	0 UNIFIED COMMANDS
02021	0 FORCES (ARMY)
020210	0 ALASKA
020230	0 EUROPE
020240	0 PACIFIC
020250	0 SOUTH
020260	0 FORSCOM
020280	0 OTHER CONUS
020300	0 OPERATIONAL SYS DEV
020400	0 FORCES (NAVY)
020410	0 SEA CNTRL/PROJ FRCS
020420	0 SEA CONTROL FRCS
020430	0 MINE WARFARE FRCS
020440	0 SEA PROJECTION FRCS
020460	0 SUPPORT FORCES-SHORE BASED
020500	0 OPERATIONAL SYS (NAVY)
020600	0 FORCES (FLEET MARINE)
020610	0 DIVISION/WING TEAMS
020620	0 DIVISIONS
020630	0 COMBAT SUPPORT
020640	0 OTHER SUPPORT (MARINE)
020660	0 OPERATIONAL SYS DEV (MARINE)
020700	0 FORCES (AIR FORCE)
020710	0 COMBAT AIRCRAFT UNITS
020720	0 COMBAT SUPPORT AIRCRAFT UNITS
020730	0 MISSILE UNITS
020740	0 UNITS - OTHER
020750	0 OTHER SUPPORT (AIR FORCE)
020800	0 OTHER
	3. INTELLIGENCE & COMMUNICATIONS
030100	0 GEN INTEL & CRYPTO ACTS
030200	0 NATL MIL CMD SYSTEM
030300	0 COMMUNICATIONS
030400	0 SPECIAL ACTIVITIES
030500	0 ACTIVITIES (OTHER)

MAJOR FORCE PROGRAM STRUCTURE

PEC FIELD	MAJOR FORCE PROGRAM
030580	O OTHER
040100	4. AIRLIFT & SEALIFT
040110	O AIRLIFT
040120	O INDUSTRIALLY FUNDED
040130	O NON-INDUSTRIALLY FUNDED
040180	O TACTICAL AIRLIFT
040200	O OTHER
040210	O SEALIFT
040300	O INDUSTRIALLY FUNDED
040400	O TRAFFIC MNGMT & WATER TERMINALS
040800	O SPECIAL OPS & COMBAT RESCUE
	O OTHER
050100	5. GUARD & RESERVE
050110	O STRATEGIC
050140	O STRATEGIC DEFENSIVE FORCES
050200	O STRATEGIC OFFENSIVE FORCES
050230	O GENERAL PURPOSE
050240	O NAVAL RESERVE
050250	O MARINE CORPS RESERVE
050260	O AIR NATIONAL GUARD
050269	O NAVAL RESERVE [BASE OPS]
050270	O AIR FORCE RESERVE
050280	O ARMY NATIONAL GUARD
050289	O NAVAL RESERVE [BASE OPS]
050290	O ARMY RESERVE
050299	O NAVAL RESERVE [BASE OPS]
050300	O INTELLIGENCE & COMMUNICATIONS
050311	O AIR NATIONAL GUARD
050312	O AIR FORCE RESERVE
050313	O NAVAL RESERVE
050320	
050330	O OTHER
050400	O AIRLIFT & SEALIFT
050410	O AIRLIFT [ANG]
050433	O TACTICAL AIRLIFT UNITS [ANG]
050439	O OTHER
050600	O RESEARCH & DEVELOPMENT
050700	O CENTRAL SUPPLY & MAINTENANCE
050800	O TRNG, MED & OTHER GEN PERS ACTS
050900	O ADMINISTRATION & ASSOC. ACTS.
051000	O SUPPORT TO OTHER NATIONS
060100	6. RESEARCH & DEVELOPMENT
060200	O RESEARCH
060300	O EXPLORATORY DEVELOPMENT
060400	O ADVANCED DEVELOPMENT
060500	O ENGINEERING DEVELOPMENT
	O MANAGEMENT & SUPPORT

MAJOR FORCE PROGRAM STRUCTURE

PEC FIELD	MAJOR FORCE PROGRAM

	7. CENTRAL SUPPLY & MAINTENANCE
070100	O SUPPLY
070200	O MAINTENANCE & SRVC ACTS- IF
070220	O MAINTENANCE & SRVC ACTS - NIF
070280	O OTHER
070800	O OTHER
	8. TRNG, MED & OTHER GEN PERS ACTS
080100	O PERSONNEL PROCUREMENT
080400	O INDIVIDUAL TRAINING & EDUCATION
080600	O INDIVIDUAL TRAINING - HEALTH CAE
080700	O HEALTH CARE DELIVERY
080800	O PERSONNEL ACTIVITIES
080874	O DEFENSE FAMILY HOUSING
080875	O OTHER
	9. ADMINISTRATION & ASSOCIATED ACTS
090110	O HQ - GENERAL SUPPORT
090150	O OTHER SUPPORT ACTIVITIES
	10. SUPPORT TO OTHER NATIONS
100100	O SUPPORT OF ALLIES
100200	O MILITARY ASSISTANCE PROGRAM
	11. SPECIAL OPERATIONS FORCES

DEFENSE MISSION CATEGORIES
CODES AND TITLES AS OF JUNE 1988

DMC CODE	DMC TITLE
00000	Direct Force Missions
1	Major Force Missions
11	Strategic Forces
111	Strategic Offense
1111	Bomber Forces
11111	Bombers
11112	Tankers
1112	ICBMs
11120	ICBMs
1113	SLBMs
11131	SLBM Forces
11132	SLBM Base Operations & Mgmt. HQs
1114	Actvs Spptg SAC Bombers & ICBMs
11141	USAF Strat. Support Activities
11142	USAF Strat. Base Operations & Mgmt. HQs
112	Strategic Defense
1121	Space Defense (All Navy/MC Strat Def)
11210	Space Defense (All Navy/MC Strat Def)
1122	Ballistic Missile Defense
11221	Ballistic Missile Defense Forces
11222	Missile Defense Base Ops. & Mgmt. HQs
1123	Interceptors
11230	Interceptors
1124	NORAD Support
11241	NORAD Support Activities
11242	NORAD Base Operations & Mgmt. HQs
1125	Surveillance
11250	Surveillance
1126	Air Defense Initiative
11260	Air Defense Initiative
113	Strategic C3
1131	Surveillance/Warning
11310	Surveillance/Warning
1132	Command Centers
11320	Command Centers
1133	Communications
11330	Communications
114	Industrial & Stock Fund Support
1140	Industrial & Stock Fund Support
11400	Industrial & Stock Fund Support
12	General Purpose Forces
121	Land Forces
1211	Army Division Increment
12111	Europe Divisions
12112	CONUS Divisions
12113	Pacific Divisions
1212	Army Non-Divisional Combat Increment
12121	Europe Non-Divisional Combat Units
12122	CONUS Non-Divisional Combat Units
12123	Pacific Non-Divisional Combat Units
1213	Army Tactical Support Increment

DEFENSE MISSION CATEGORIES
CODES AND TITLES AS OF JUNE 1988

DMC CODE	DMC TITLE
12131	Europe Tactical Support Units
12132	CONUS Tactical Support Units
12133	Pacific Tactical Support Units
1214	Marine Ground Forces
12141	Marine Divisions
12142	Marine Non-Divisional Combat Increment
12143	Marine Tactical Support Increment
1215	Army Special Mission Forces
12151	Europe Theater Defense Brigades
12152	Europe Air Defense Units
12153	Europe Non-Strategic Nuclear Forces
12154	Other Europe Special Mission Forces
12155	CONUS Theater Defense Brigades
12156	CONUS Theater Air Defense Forces
12157	CONUS Non-Strategic Nuclear Forces
12158	Other CONUS Special Mission Forces
1215A	Pacific Theater Air Defense Units
1215B	Pacific Non-Strategic Nuclear Forces
1215C	Other Pacific Special Mission Forces
1216	Army Base Operations & Mgmt. HQs
12161	Europe Base Operations & Mgmt. HQs
12162	CONUS Base Operations & Mgmt. HQs
12163	Pacific Base Operations & Mgmt. HQs
1217	Army Operational Support
12171	Europe Operational Support
12172	CONUS Operational Support
12173	Pacific Operational Support
1218	Army R&D Support
12181	Army Aircraft R&D Programs
12182	Army Missile R&D Programs
12183	Army Weapons & Tracked Combat Veh. R&D
12184	Army Ammunition R&D Programs
12185	Army Other R&D Programs
1219	Army Systems Support
12190	Army Systems Support
121A	Marine Ground Forces Support
121A1	Marine Base Operations & Mgmt. HQs
121A2	Marine Operational Support
121A3	Marine R&D Support
122	Tactical Air Forces
1221	Air-To-Air Combat
12210	Air-To-Air Combat
1222	Air-To-Ground Combat
12220	Air-To-Ground Combat
1223	Defense Suppression
12230	Defense Suppression
1224	Tactical Reconnaissance
12240	Tactical Reconnaissance
1225	Tactical C3
12250	Tactical C3
1226	Tanker/Cargo
12260	Tanker/Cargo

DEFENSE MISSION CATEGORIES
CODES AND TITLES AS OF JUNE 1988

DMC CODE	DMC TITLE	
1227	Other Tactical Air Warfare	*
12270	Other Tactical Air Warfare	
1228	Operations Support TacAir	*
12281	Operations Support TacAir Activities	
12282	Ops. Support Base Ops. & Mgmnt. HQ	
1229	Non-Strategic Nuclear TacAir Forces	
12290	Non-Strategic Nuclear TacAir Forces	
122A	R&D Support To Tactical Air Forces	
122A0	R&D Support To Tactical Air Forces	
122B	Other TACAIR Support	*
122B1	Other TACAIR Support Activities	
122B2	Other TACAIR Base Ops. & Mgmnt. HQS	
122C	Marine Air Forces	
122C1	Marine Air-To-Air Combat	
122C2	Marine Air-to-Ground Combat	
122C3	Marine Defense Suppression	
122C4	Marine Tactical Reconnaissance	
122C5	Marine Tactical C3	
122C6	Marine Tanker/Cargo	
122C7	Marine Other Tactical Air Warfare	
123	Naval Forces	
1231	Naval Tactical Air Forces	
12311	Naval Air-To-Air Combat	
12312	Naval Air-to-Ground Combat	
12313	Naval Defense Suppression	
12314	Naval Tactical Reconnaissance	
12315	Naval Tactical C3	
12317	Naval Other Tactical Air Warfare	
1232	Sea Based ASW Air Forces	
12320	Sea Based ASW Air Forces	
1233	Surface Combat Ships	
12331	Carriers	
12332	Battleships	
12333	Cruisers & Destroyers	
12334	Frigates, Patrol Combatants, & Craft	
1234	Submarines	
12340	Submarines	
1235	Maritime Patrol & Undersea Surveillance	
12351	Maritime Patrol	
12352	Undersea Surveillance	
1236	Non-Strategic Nuclear Naval Forces	
12360	Non-Strategic Nuclear Naval Forces	
1237	Amphibious Forces	
12370	Amphibious Forces	
1238	Mine Warfare Forces	
12380	Mine Warfare Forces	
1239	Fleet Support	
12391	Fleet Support, General	
12392	Fleet Support, Surface	
12393	Fleet Support, Surface and Air	
12394	Fleet Support, Air	
123A	Navy Systems Support	

DEFENSE MISSION CATEGORIES
CODES AND TITLES AS OF JUNE 1988

DMC CODE	DMC TITLE
123A1	Navy Systems Support, General
123A2	Navy Systems Support, Surface
123A3	Navy Systems Support, Surface and Air
123A4	Navy Systems Support, Air
123B	Navy R&D Support
123B1	Navy Surface Ship Related R&D
123B2	Navy Aircraft Related R&D
123B3	Navy General R&D Support
123C	Navy Base Ops & Mgmt. HQs
123C1	Navy Base Ops & Mgmt. HQs, General
123C2	Navy Base Ops & Mgmt. HQs, Surface
123C3	Navy Base Ops & Mgmt. HQs, Subsurface
123C4	Navy Base Ops & Mgmt. HQs, Air
123C5	Navy Base Ops & Mgmt. HQs, Projection
123D	Other Operational Support
123D1	Other Operational Support, General
123D2	Other Operational Support, Surface
123D3	Other Operational Support, Subsurface
123D4	Other Operational Support, Air
123D5	Other Operational Support, Projection
124	Mobility Forces
1241	Multimode & Intermodal Lift
12411	Multi/Intermodal C3
12418	Multi/Intermodal BOS & Mgmt. HQs
1242	Airlift Forces
12421	Airlift C3
12423	Military Intertheater Airlift
12424	Aeromedical Airlift
12425	Commercial Airlift
12426	Military Intratheater Airlift
12427	Airlift Rescue & Recovery
12428	Airlift Base Operations & Mgmt. HQs
12429	Airlift Operational Support
1242A	Airlift Revenues
1243	Sealift Forces
12431	Sealift C3
12432	Sea Based Prepositioning
12433	Military Intertheater Sealift
12435	Commercial Sealift
12438	Sealift Base Operations & Mgmt. HQs
1243A	Sealift Revenues
1244	Land Mobility Forces
12441	Land Mobility C3
12442	Land Based Prepositioning
12443	Military Intertheater Land Mobility
12448	Land Mobility BOS & Mgmt. HQs
12449	Land Mobility Operational Support
1244A	Land Mobility Revenues
125	Special Operations Forces
1251	SOF Operational Activities
12511	SOF Operations
12512	SOF Force Enhancements

DEFENSE MISSION CATEGORIES
CODES AND TITLES AS OF JUNE 1988

DMC CODE	DMC TITLE
1252	SOF Support Activities
12521	SOF Training
12522	SOF General Support
12523	Advanced Special Operations RD&A
12524	SOF Management HQs
126	General Purpose Support
1260	General Purpose Support
12600	General Purpose Support
2	Defense-Wide Missions
21	Intelligence & Communications
211	Intelligence
2111	Nat'l Foreign Intelligence Program
21111	Foreign Intelligence Program Activities
21112	Intell. Base Operations & Mgmt. HQs
2112	Other Intelligence Activities
21120	Other Intelligence Activities
2113	Cntr-Intel & Investigative
21131	Cntr-Intel & Investigative Activities
21132	Cntr-Intel Management HQs
212	Communications
2121	Centrally Managed Communications
21211	Centrally Managed Comm. Activities
21212	Comm. Base Operations & Mgmt. HQs
2122	Command & Control Activities
21220	Command & Control Activities
22	General Research & Development
221	Science & Technology Program
2211	Technology Base
22111	Research
22112	Exploratory Development (62)
2212	Advanced Technology Development (63A)
22120	Advanced Technology Development (6.3A)
222	Undistributed Development Programs
2221	Undistributed Advanced Development
22210	Undistributed Advanced Development
2222	Undistributed Engineering Development
22220	Undistributed Engineering Development
223	RDT&E Management & Support
2231	R&D Support
22310	R&D Support
2232	R&D Base Operations & Mgmt. HQs
22320	R&D Base Operations & Mgmt. HQs
23	Other Defense-Wide Missions
231	Geophysical Sciences
2311	Geophysical Activities
23110	Geophysical Activities
2312	Geophysical Base Ops. & Mgmt. HQs
23120	Geophysical Base Ops. & Mgmt. Hqs
232	Space Launch Support
2320	Space Launch Support
23200	Space Launch Support
233	Nuclear Weapons Support

DEFENSE MISSION CATEGORIES
CODES AND TITLES AS OF JUNE 1988

DMC CODE	DMC TITLE
2330	Nuclear Weapons Support
23300	Nuclear Weapons Support
234	International Support
2340	International Support
23400	International Support
3	Defense-Wide Support
31	Personnel Support
311	Personnel Acquisition
3111	Personnel Acquisition
31110	Personnel Acquisition
3112	Personnel Acquisition Base Operations
31120	Personnel Acquisition Base Operations
312	Training
3121	Military Personnel Training
31210	Military Personnel Training
3122	Civilian Personnel Training
31220	Civilian Personnel Training
3123	Flight Training
31230	Flight Training
3124	Intelligence Skill Training
31240	Intelligence Skill Training
3125	Health Personnel Training
31250	Health Personnel Training
3126	Training Base Operations & Mgmt. HQs
31260	Training Base Operations & Mgmt. HQs
313	Medical
3131	Hospitals & Other Medical Activities
31310	Hospitals & Other Medical Act
3132	Medical Base Operations & Mgmt. HQs
31320	Medical Base Operations & Mgmt. HQs
314	Individuals
3140	Individuals
31400	Individuals
315	Federal Agency Support
3150	Federal Agency Support
31500	Federal Agency Support
316	Other Personnel Support
3161	Family Housing
31610	Family Housing
3162	Dependent Education
31620	Dependent Education
3163	Other Personnel Support Activities
31630	Other Personnel Support Activities
3164	Personnel Base Operations & Mgmt HQs
31640	Personnel Base Operations & Mgmt HQs
32	Logistics Support
321	Supply Operations
3210	Supply Operations
32100	Supply Operations
322	Maintenance Operations
3220	Maintenance Operations
32200	Maintenance Operations

DEFENSE MISSION CATEGORIES
CODES AND TITLES AS OF JUNE 1988

DMC CODE	DMC TITLE
323	Other Logistics Support
3231	Logistics Support To R&D Activities
32310	Logistics Support To R&D Activities
3232	Logistics Support To Procurement Acts
32320	Logistics Support To Procurement Acts
3233	Logistics Support To MILCON Activities
32330	Logistics Support To MILCON Activities
3234	Logistics Base Operations & Mgmnt. HQs
32340	Logistics Base Operations & Mgmnt. HQs
3235	Other Logistics Support
32350	Other Logistics Support
33	Other Centralized Support
331	Departmental Headquarters
3311	Departmental Headquarters
33110	Departmental Headquarters
3312	Dept. HQs Base Operations & Mgmnt. HQs
33120	Dept. HQs Base Operations & Mgmnt. HQs
332	Retired Pay
3320	Retired Pay
33200	Retired Pay
333	Undistributed Adjustments
3330	Undistributed Adjustments
33300	Undistributed Adjustments

APPENDIX C

CLASSIFIED COMPARISON OF DEFENSE PLANNING AND PROGRAMMING CATEGORIES AND DEFENSE MISSION CATEGORIES

This appendix contains the quantitative comparison of the DPFC and the DMC, using actual FY90 President's Budget data. This appendix is separately bound and is classified SECRET.

APPENDIX D

ADDITIONAL INFORMATION ON STRUCTURE EVALUATION

This appendix contains additional detail on the application of the evaluation characteristics to the DMC and the DPPC.

EVALUATION CHARACTERISTICS

Identification information:¹

- Name: Defense Mission Categories (DMC)
- Owner: OASD(PA&E)
- User(s): OSD and Services.

Management Procedures:

- Database(s) employed by structure:
 - ▶ OSD FYDP and Budget databases
 - ▶ Service databases in support of the DoD Planning Estimate
- Frequency of updating:
 - ▶ This is a new structure only recently adopted by OSD. Current plans call for the DMC to be reviewed and updated three times per year, in conjunction with FYDP update
- Procedures for review and revision of structure:
 - ▶ In development.

Structural information:

- Levels of indenture:
 - ▶ Five levels of indenture used to distinguish segments of missions or functions. The fifth level can have a suffix attached for use in identifying types of manpower found in the PE (Active, Guard, Reserve, and Civilian).
- Internal organizational characteristics:
 - ▶ Divided into three major areas: Defense Force Missions, Defense-Wide Missions, and Defense-Wide Support. Within each of these areas are four levels of indentured subcategories.

¹This description of the Defense Mission Categories is based on data available as of 29 June 1988, the most recent data available for this study

- ▶ Defense Force Missions contains direct DoD military missions, related combat support functions, and associated organizational units.
- ▶ Defense-Wide Missions includes those DoD functions supporting direct mission forces, such as intelligence and communications, geophysical activities, space launch support, nuclear weapons support, and international support.
- ▶ Defense-Wide Support includes those DoD functions that support all DoD regardless of mission: personnel, training, housing, logistics support, and other centralized support.
- Number of accounts:
 - ▶ Level 1: 3
 - ▶ Level 2: 8
 - ▶ Level 3: 30
 - ▶ Level 4: 99
 - ▶ Level 5: 190.

OBJECTIVE OF STRUCTURE

The DMC structure is intended to maximize relating of mission and associated support activities that directly support these missions. The DMC does this by grouping PE-based data into major categories representing the major DoD missions: those that are directly related to military or combat missions, those that support one or more of these direct combat missions, and those functions that are not mission-specific, but rather support all of DoD indirectly. Within this context, all PEs that can be linked to a direct defense mission are assigned to the mission, including support functions, such as base operating support and management headquarters.

This structure was originally designed to be used with the PA&E Advance Mission-Oriented Resource Display (AMORD), a tool for assigning and rearranging PE-based data to major missions. In this context, PE-based data are initially arrayed according to DMC assignments, and then rearranged, using embedded allocation factors that redistribute resources to defense missions. The structure can, however, be used without allocating the PE resources, as a way of linking mission and related support PEs.

Of the three major areas, Major Force Missions is the largest, with 144 subcategories or Level 5 accounts. (PEs are assigned at the fifth level. Each Level 3 account has at least one Level 4 and one Level 5 account associated with it).

TYPES OF ANALYSIS SUPPORTED

- Analyses oriented to fiscal/financial impact analysis (PE-based)
- Analyses of data that can be ordered by PE number
- Analyses of force structure mix
 - ▶ Among missions
 - ▶ Among force components (active/reserve/civilian)
- Analyses of occupational mix
- Analyses of paygrade structure distribution
- Analyses of distribution of personnel among Services.

FM&P RESPONSIBILITIES SUPPORTED

- Congressional reporting of strategic forces
- The DMC groups together all PEs that directly relate to a particular mission – both PEs containing operational resources, such as divisions, squadrons, and cruisers, and PEs representing support functions, such as base operations and management headquarters. Operational PEs and support functions are entwined within the same DMC subcategories at all but the lowest level of indenture, Level 5.
- The DMC does not readily support a major congressional reporting responsibility of FM&P – the Defense Manpower Requirements Report (DMRR). The purpose of the DMRR is to describe and explain the DoD manpower requirements requested the DoD Budget, highlighting certain support and overhead functions. The DMC is not well suited to support this requirement, because of the intermixing of mission and support activities within the Mission Forces area. Any analysis of support functions would of necessity have to be done at the fifth level of indenture, at which there are 190 subcategories spread among 99 Level 4 accounts. While using automated systems would make such analysis possible, it would force reliance on an automated system rather than the structure itself. To accomplish this now, groups of PEs are redistributed to missions using distribution factors.

STRUCTURAL LIMITATIONS

- Not appropriate for isolating selected support functions, e.g., Force Support Training.

EVALUATION CHARACTERISTICS

Identification information:

- Name: Defense Planning and Programming Categories (DPPC)
- Owner: OASD(FM&P) RM&S/MR
- User(s): OASD(FM&P), Services, Congressional Budget Office²

Management Procedures:

- Data base(s) employed by structure:
 - ▶ Five Year Defense Program Database
 - ▶ DoD and Service Budget Database
 - ▶ Service Manpower Databases
- Frequency of updating:
 - ▶ Annual review in conjunction with preparation of the Defense Manpower Requirements Report (DMRR)
- Procedures for review and revision of structure:
 - ▶ Memo instructions to DMRR preparation participants requesting review of and comments on PE assignments.

Structural information:

- Levels of indenture:

Two, with selected third-level categories
- Internal organizational characteristics:
 - ▶ Groups PEs into 14 summary-level categories reflecting major mission areas or functions in DoD. Categories can be informally thought of as relating to combat or defense missions, combat support functions, and central support functions.

²The Congressional Budget Office uses an older version of the DPPC as part of its Defense Resources Model. This version is generally not consistent with the structure managed by OASD(FM&P) RM&S/MR.

- ▶ At the lowest level, which is a mixture of the first, second, and third levels of indenture (depending on the mission/function), there are 38 subcategories.
- ▶ Separates the Individuals account PEs from other Program 8 functions. Includes categories for Students, Trainees and Cadets; however, resources for these categories are separately calculated using resource identification codes (RICs), as part of DMRR preparation.

OBJECTIVE OF STRUCTURE

The objective of the DPPC is to display resources associated with program element codes (PECs) in aggregate groupings representing the major missions/functions of DOD. The categories are defined in terms of those relating to direct combat missions, as distinct from combat support functions that indirectly support these direct combat missions, and central support functions, which support all of DoD. Assignments of PECs to each of the categories is based on the concept of highlighting certain support activities from the Defense mission.

TYPES OF ANALYSIS SUPPORTED

- Analyses oriented to fiscal/financial impact analysis (PE-based)
- Analyses of data that can be ordered by PE number
- Analyses of force structure mix
 - ▶ Among missions
 - ▶ Among force components (active/reserve/civilian)
- Analyses of occupational mix
- Analyses of paygrade structure distribution
- Analyses of distribution of personnel among Services.

INTERFACING STRUCTURES

- The DPPC is intended to work with PE-organized data. To date this has been largely restricted to Budget and FYDP databases at OSD and the Services. As Service manpower and personnel databases become available to OSD, and efforts are made to attach PEs to these data bases, it is possible that the DPPC will be indirectly linked to a more extensive set of databases than has been possible in the past.

- The DPPC is currently not compatible with many of the other structures used by OSD. It cannot relate to the OASD(A) Four Pillars structure because the structures use different data. The OASD(A) Major Mission Area (MMA) is organized around PEs, but gives no emphasis to Manpower/Support functions or Program 8 PEs. It focuses instead on combat missions and weapon systems. It is relatable to the Major Force Programs (MFP) and the Defense Mission Categories (DMC) through the PE Crosswalk.

STRUCTURAL LIMITATIONS

- The current configuration of the DPPC is intended to highlight specific support functions, distinguishing those directly related to defense missions from those that support DoD-wide needs. In making this distinction, certain functions are split, such as Combat Installations and Support Installations. This structure makes it more difficult to capture more general functions such as Base Operations Support.
- The level of detail available through this structure is highly aggregated, constraining the capability of users to track changes in a particular category.